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LINKING AGRICULTURAL MARKETS TO PRODUCERS

FINAL REPORT



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LINKING AGRICULTURAL MARKETS TO PRODUCERS (LAMP)

FINAL REPORT

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CONTENTS

Contents	i
Tables and Figures	iii
Acronyms and Abbreviations.....	v
Acronyms and Abbreviations.....	v
Glossary of Terms	vii
Executive Summary	ix
LAMP Accomplishments	ix
Major Achievements.....	x
Success Stories	x
Lessons Learned	xi
Conclusions.....	xi
1.0 Introduction and Project Overview.....	12
1.1 Background.....	12
1.2 Project Intermediate Results:.....	13
1.3 LAMP Implementation Strategy	13
1.4 Partner Organizations	14
2.0 LAMP Achievements	17
2.1 Project Overview	17
2.2 Achievements.....	18
2.2.1 Forming New Linkages.....	18
2.2.2 Strengthening Market Participants through Small Grants, Trainings, Short-Term Technical Assistance, Learning Tours 22	
2.2.3 Access to Credit	32
2.2.4 Policy and Regulatory Development.....	33
2.2.5 Environmental Compliance	37
2.3 Achieving Project Goals	40
2.4 Indicators.....	40
2.5 Contract Deliverables	42
4.0 LESSONS LEARNED REVIEW.....	45
4.1 Introduction.....	45
4.2 METHODOLOGY.....	45
4.3 CONTEXT	46
4.4 LAMP ACCOMPLISHMENTS	47
4.5 FINDINGS.....	47
4.5.1 Developing market linkages by strengthening market participants.....	48
4.5.2 Access to Credit	49
4.5.3 Policy and Regulatory Development	50
4.6 BEST PRACTICES.....	52
4.6.1 Narrowing the Project Focus.....	52
4.6.2 Replicate Successful Activities from Different Regions..	52
4.6.3 Networking Meetings—Tool for Establishing Market Linkages	53

4.6.4	Agricultural Coordination Meetings to Avoid Overlaps of Activities with Other Donors	53
4.6.5	Cluster/Competitiveness Meetings to Address Shared Concerns that Impact Agricultural Value Chain	53
4.6.6	Using Different Training Techniques	53
4.6.7	Collaboration Among Training Organizations	54
4.6.8	Access to Finance—Ensuring LAMP Funds are Used for Value-added Activities.....	54
4.6.9	Project Evaluation Indicators—Measuring LAMP’s Impact	54
4.6.10	Berry Fruit Production: Introduction of New Cultivars.....	55
4.6.11	Working through or with local counterparts to a greater extent	55
4.6.12	Strengthening Market Participants through Marketing Support and Assistance	55
4.7	CONCLUSION: SUMMARY RECOMMENDATIONS.....	56
5.0	SUCCESS STORIES	57
	Appendices.....	59
	Appendix C. Trade Fairs, Tours and Trainings.....	61
	Appendix D. Counterpart/ Training Institutions	81
	Appendix F. New Services Provided by Cooperatives/ Associations.....	85
	Appendix G. Level of Agricultural Lending by Bank	87
	Appendix H. LAMP Policy Activities	88
	Appendix I. Monitoring and Evaluation Results by Component.....	91
	I-1. Monitoring and Evaluation - Project Component 1	91
	I-2. Monitoring and Evaluation - Project Component 2.....	96
	I-3. Monitoring and Evaluation - Project Component 3.....	106
	I-4. Monitoring and Evaluation - Project Component 4.....	108
	I-4.1 Supporting details for Project Component 4	109
	appendix J. Exports/Imports.....	116
	Problems with statistical data:.....	120

TABLES AND FIGURES

Figure 1.1. Expected Project Results	13
Table 2.1. Results by Indicator for forming new linkages	18
Table 2.2. Results by Indicator for Trainings, sTTA, and Tours	22
Table 2.3. Results of LAMP-MASHAV Training	25
Example of effective STTA	27
Example of a successful marketing plan developed and executed: Saradnja Cooperative, Istocno Sarajevo	30
An Advertising Success Story	31
Table 2.4. Results by Indicator for Policy and Regulation	33
Table 2.5. LAMP's Impact on Production and Sales of Agricultural Products	41
Table 2.6. LAMP's Impact on Capacity of Market Integrators	42
Table C-1. Trade Fairs	61
Table C-2. Training Materials Developed	63
Table C-3. Capacity-Building Training of Cooperatives Training for Cooperatives	69
Table C-4. Capacity Building Training of Cooperatives Training for Associations	74
Table C-5. Learning Tours	78
Table D-1. Local Counterpart Training Institutions	81
Table D-2. Number of Trainings Delivered by Counterparts	83
Table I-1. Project Component 1: Increased Production and Sales of Agricultural Products	91
Table I-2. Evaluation Indicators for Component 1	92
Table I-3. Hectares under production	93
Table I-4. Number of Kilos Harvested	93
Table I-5. Producer Sales of Agricultural Produce	94
Table I-6. Increased Capacity of Market Integrators to Provide Services	96
Table I-7. Evaluation Indicators	97
Table I-8. Cooperative Revenues	98
Table I-9. Cooperative Members	100
Table I-10. Association Revenues	101
Table I-11. Association Members	102
Table I-12. Domestic Purchases: Dairy Processors	103
Table I-13. Domestic Purchases: Berry Packers	103
Table I-14. Revenues: Market Integrators	104
Table I-15. Project Component 3: Improved Access and Terms of Financing for Agribusiness	106
Table I-16. Project Component 4: Improved Policy/Regulatory Environment for the Agricultural Sector	108
Table J-1. EXPORTS of dairy products (plus eggs and honey) in KM from BiH	116
Table J-2. IMPORTS of dairy products (plus eggs and honey) in KM to BiH	116
Table J-3. EXPORTS of fresh fruits and vegetables in KM (without citrus) from BiH	117

Table J-4. IMPORTS of fresh fruits and vegetables in KM (without citrus) to BiH	117
Table J-5. EXPORTS of processed fruits and vegetables in KM from BiH	119
Table J-6. IMPORTS of processed fruits and vegetables in KM to BiH	119

ACRONYMS AND ABBREVIATIONS

AMFI	Association of Micro-Finance Institutions
AOR	Area of Responsibility
B2B	Business-to-Business
CCI	Center for Civil Initiatives
CIPE	Center for International Private Enterprise
COP	Chief of Party
CP	Cleaner Production
CTO	USAID Cognizant Technical Officer
DCA	Development Credit Authority
DEC	Development Experience Clearinghouse
DGRV	German Cooperative and Raiffeisen Union (<i>Deutscher Genossenschafts- und Raiffeisenverband e. V.</i>)
DHIP	Dairy Herd Improvement Program
EU	European Union
EUREPGAP	Euro Retailer Produce Working Group adopting standards of Good Agricultural Practice (changed to GLOBALGAP)
FBiH	Federation of Bosnia-Herzegovina (or BiH)
FF&V	Fresh Fruits and Vegetables
FSBAT	USAID Financial Sector Business Advocacy and Training project
GACP	Good Agricultural and Collection Practices
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GHP	Good Hygiene Practice
GLOBALGAP	Global standard for Good Agricultural Practice (changed from EUREPGAP)
GTN	Global Technology Network
HACCP	Hazard Analysis and Critical Control Point
IEE	Initial Environmental Examination
IMO	Swiss Certifier
IPM	Integrated Pest Management
IQC	Indefinite Quantity Contract
ISO	International Organization for Standardization
ISSC-MAP	International Standard for Sustainable Collection of Medicinal and Aromatic Plants
LAMP	Linking Agricultural Markets to Producers

MAP	Medicinal and Aromatic Plants (and specialty products)
MASHAV	Israeli Foreign Assistance Program
MCO	Micro-Credit Organization
MoA	Ministry of Agriculture (and forestry and water management)
MoFTER	Ministry of Foreign Trade and Economic Relations
NEXP	Non-Expendable Property
NTFP	Non-Wood Forest Products
PERSUAP	Pesticide Evaluation Report and Safety Use Action Plan
PfD	Partners for Development
PMP	Performance Monitoring Plan
RAISE	Rural and Agricultural Incomes with a Sustainable Environment
RS	Republic of Srpska
SGSB	Sarajevo Graduate School of Business
SME	Small to Medium-sized Enterprise
SOW	Scope of Work
STTA	Short-Term Technical Assistance
TA	Technical Assistance
UN/ECE	United Nations Economic Commission for Europe
UNDP	United Nations Development Program
UNHCR	United Nations High Commission for Refugees
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USNOP	United States National Organic Program
WWF	World Wildlife Fund
ZZ	Agricultural Cooperative (<i>Zemljoradnička Zadruga</i>)

GLOSSARY OF TERMS

Capacity building	The process of strengthening the viability of an organization to improve its effectiveness in achieving identifiable objectives.
Enterprise/business	A registered for-profit organization.
Industry cluster	All entities or organizations that support and contribute to the development of an agricultural sector.
Linkage	A formal or informal mutually dependent relationship involving the exchange of goods and services.
Market chain	Businesses or organizations linked as products evolve from raw materials to final products or services. A value chain is synonymous with market chain.
Market integrator	An entity which provides services that reinforces linkages within the value chain. Market integrators include producer organizations, agricultural input dealers, transportation providers, mechanization services, storage facilities, consulting agencies, marketing outlets, and groups of producers as cooperatives and associations.
Minority	An individual or group of individuals who are not in the ethnic majority in a specific area. Displaced individuals returning to their place of origin (returnees) can be considered minorities.
Organization's sustainability	The state of an organization's viability, determined through measurement of the functional areas specific to the organization, such as leadership, financial management, human resource management, or delivery of services.
Processor	A registered or non-registered entity that vertically integrates and adds value through change in form of products.
Producer	An individual or business entity which grows, harvests, and sells raw agricultural products.
Product cluster	A grouping of interconnected agricultural products originating from the same raw materials.
Relationship	A formal or informal understanding between an agribusiness and producer organization based on mutual goals and interests related to the exchange of products or services.
Returnee	A displaced person returning to his/her place of origin.
SME	Small/medium-sized, registered and profit-motivated enterprise.
Value chain	see Market chain.

EXECUTIVE SUMMARY

Linking Agricultural Markets to Producers (LAMP) project was funded by the United States Agency for International Development (USAID) for \$25.6 million. The contract was awarded to ARD, Inc. on July 8, 2003 as part of the Rural Agricultural Incomes within a Sustainable Environment (RAISE) Indefinite Quantity Contract (IQC) (PCE-I-00-99-00001-00, Task Order No. 822). The official start date for the project was September 2, 2003. The original end date was August 18, 2006. However, LAMP was granted an extension to April 31, 2008.

The LAMP project promoted increased competitiveness of Bosnia-Herzegovina's (BiH's) agricultural sector, primarily by strengthening the market chain. LAMP was composed of four components—each of which was expected to produce results that taken together, should reach the project's goal of increasing the rate of economic growth in BiH through expanded, environmentally sustainable products and sales of value-added products.

Over the five-year life of the project, this goal was achieved by focusing on improving the competitiveness of domestically produced and processed products, thereby reducing the market share of imported foods. Operationally, LAMP activities focused on:

- Forming increased market linkages and market chain development,
- Strengthening the market integrators,
- Facilitating access to credit, and
- Assisting with agricultural policy and regulatory reform.

LAMP has had a significant impact in increasing and strengthening the market linkages across the agricultural value chain. LAMP positively influenced the agricultural sector in BiH in the short, medium, and long term. Among the many anticipated short-term changes, LAMP affected domestic and international marketing of BiH products. Additionally, LAMP facilitated increased agricultural loan applications and approved loans from selected banks. LAMP positively influenced the growth of specific agricultural industries through targeted assistance to specific subsectors, and encouraged the adoption of policy reforms.

The project focused on a wide range of activities, each selected to respond to the needs of the project's clients as they identified them. Fruit & vegetables, dairy, and medicinal and aromatic plants were LAMP's well-chosen target sectors, but the project also focused on something more general—the economic growth of the sector. LAMP's major achievements during its five-year lifespan significantly contributed to greater local, regional, and national agricultural development.

LAMP ACCOMPLISHMENTS

- Completed market research reports for 20 agricultural sub-sectors
- Facilitated 287 new market linkages with signed contracts for traders, processors, and producers resulting in sales of over \$ 10.7 million
- Hosted 140 market networking meetings with 4,817 participants
- Facilitated 1,379 training programs with 36,091 participants
- Arranged 69 agricultural study tours and 53 trips to trade fairs for 2,926 people
- Provided credit application assistance to agribusinesses that resulted in 77 loans totaling \$22,430,360

- Generated 35 loans with banks participating in the USAID Direct Credit Authority (DCA) loan program
- Established a small grants program with 135 investment grants approved totaling \$2,752,000 and encouraging grantees to invest an additional \$3,990,000 in their businesses. The small grants program created 296 direct new jobs and sustained 10,467 existing positions
- Provided \$8 million in grants to four micro credit organizations resulting in 5,455 loans, creating 1,247 new jobs and sustaining 9,982 existing positions

MAJOR ACHIEVEMENTS

- **LAMP provided assistance for adoption of standards in the fresh fruits and vegetables (FF&V) sector** as precondition for sales to supermarket chains and the European Union (EU) markets. GlobalGap standards were promoted and had already been introduced by several clients.
- **LAMP increased competitiveness of the dairy sector**, which improved domestic milk quality products, and increased employment as well as revenues and profits for dairy farms and milk processors.
- **LAMP increased competitiveness at the both firm and sector levels** through increased productivity, greater sales, and higher profitability.
- **LAMP strengthened associations' and cooperative unions' management and marketing capacities** as well as their advocating skills in quest for a change in the policy and regulatory framework.
- **Improvements of the sectors' competitiveness** as a result of LAMP **catalyzed investments**, particularly in the dairy sector.
- **Agricultural producers and extension officers expanded existing and learned new skills** through LAMP's technical training, technical assistance and train-the-trainer programs.

SUCCESS STORIES

LAMP has documented several success stories that highlight its impact and which can be replicated in other projects in the region. These stories include:

- **Linking women dairy farmers from Tesanj area** to a large dairy processor in Tuzla through the Association of Women Farmers;
- **Improving nutrition management** increased the Jezerski Associations's (from Western BiH) productivity and profitability;
- **Making business links through B2B and trade fairs** increased participation by BiH MAP processors;
- **Assisting the mushroom business led to export opportunities to the EU**;
- **Increasing** the Tuzla Canton Union of Beekeepers' **capacity from 8,000 to 45,000 beehives**;
- **Marketing centrally** to channel sales of Herzegovina fresh fruits and vegetables to large supermarket chain in Croatia;
- **Cooperative producing potatoes** for a **potato chip factory**;
- **Improving** productivity in Northeast Bosnia **through extensive off-season training**;
- **Obtaining the "first diploma in my life"** through the national Winter Schools for Dairy Farmers;
- **Benefiting when a marketing strategy pays off**— the story of Belladona;

- **Assisting farmers to improve milk quality** with the aid of **computer software**; and
- **Improving production and market access through GlobalGap certification.**

LESSONS LEARNED

While implementing the LAMP project, ARD identified a number of lessons learned that would be of direct benefit for future donor activities:

- The **overarching, future sustainability of the project's efforts** should be the key criteria from day one.
- **Quantifiable goals and management processes** should be established that **address expectations and behaviors**, and then apply them.
- Learn the **legal system and its application** as soon as possible.
- The project's key to successes is in the **transfer of knowledge and know-how to local counterparts and local training experts.**
- A strong focus on leveraging and **building the local counterparts' capacity for business** and other services including strengthening their abilities in **lobbying efforts and advocacy.**
- Emphasize **communication** between donors, beneficiaries and counterparts.
- **Local partners provide points of entry** for rapid startup and smoother implementation.
- **Development assistance may be better focused on capacity building from the beginning** of the project in addition to providing technical assistance and technical trainings.
- **A sectoral or "industry cluster" approach channels resources to achieve tangible results.**

CONCLUSIONS

Finally, a common objective for all LAMP's activities was to ensure sustainability through the continuation of training and technical assistance activities after the life of the project. Specific examples include:

- Strengthening partner organizations through capacity-building activities, study tours, train-the-trainers sessions and workshops;
- Designing training based on client needs rather than their demands;
- Establishing collaboration among local training institutions to exchange different training materials, experiences and expertise; and
- Identifying success stories which can be replicated by other organizations in this field.

1.0 INTRODUCTION AND PROJECT OVERVIEW

1.1 BACKGROUND

Linking Agricultural Markets to Producers (LAMP) is the development program for Bosnia-Herzegovina (BiH), funded by the United States Agency for International Development (USAID) for \$ 25.6 million. The contract was awarded to ARD, Inc. on July 8, 2003 as part of the Rural and Agricultural Incomes for Sustainable Development (RAISE) Indefinite Quantity contract (IQC) (PCE-I-00-99-00001-00, Task Order No.822). The official start of the project was September 2, 2003 and official closeout date was May 1, 2008.

LAMP was guided by the following project goal, as stipulated in the Scope of Work (SOW):

“To increase the rate of economic growth in Bosnia-Herzegovina through expanded, environmentally sustainable production and sales of value-added agricultural products”

Over the five-year life of the project, this goal was achieved by improving the competitiveness of domestically produced and processed products, thereby resulting in greater incomes for firms and individuals along the agricultural production-marketing chain. In accordance with the task order SOW, LAMP activities focused on the following components:

- 1) Forming increased market linkages and market chain development,
- 2) Strengthening the market integrators,
- 3) Facilitating access to credit, and
- 4) Assisting with agricultural policy and regulatory reform.

In pursuit of LAMP goals, attention was given to integrating several crosscutting themes into project activities. They include:

- Ensuring opportunities for minority producers, minority managers and staff, minority-owned businesses, and returnees;
- Promoting partnering arrangements to upgrade LAMP’s human and organizational capacity;
- Promoting economic and environmental sustainability of practices and approaches; and
- Overcoming endemic/pervasive corruption and political/ethnic boundary issues.

The challenges facing the BiH agricultural sector were and still are considerable, and these challenges are further complicated by burdensome governing structures. LAMP resources totaled \$ 25.6 million (excluding Development Credit Authority [DCA] loan guarantees from a related USAID project). However, these resources may be diluted quickly resulting in less than optimal results, if not used with care. Consequently, LAMP did not strive to be all things to all people in the agricultural sector. Instead, LAMP focused most of its efforts on those subsectors of the agricultural economy that demonstrate high promise. These subsectors have the following characteristics:

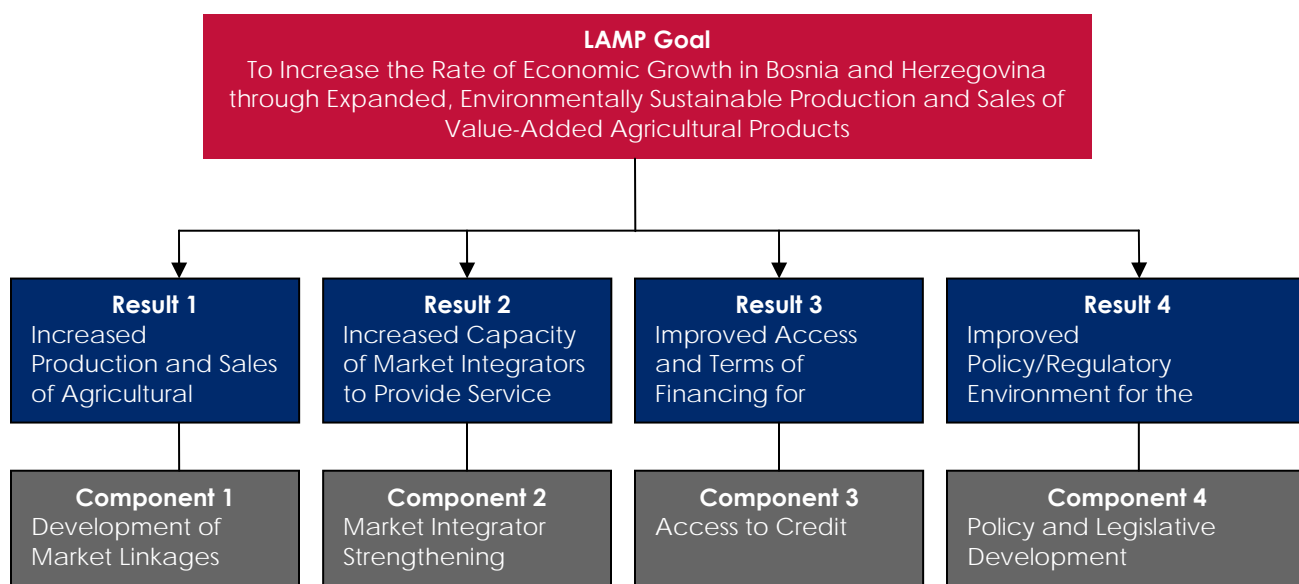
- Competitive advantage through product uniqueness, superior quality or low cost;

- Relatively low cost investment;
- Maximum impact on residents in rural areas; and
- High value with high growth opportunities.

1.2 PROJECT INTERMEDIATE RESULTS:

The goal of the LAMP project was to increase the rate of economic growth in Bosnia-Herzegovina through expanded, environmentally sustainable production and sales of value-added agricultural products. There were four components to reach this goal: (1) improving market linkages, (2) improving the capacity of market intermediaries to provide services to the agricultural sector, (3) increasing access to credit, and (4) addressing policy and regulatory constraints to agricultural development. LAMP was designed to contribute significantly to USAID/BiH Strategic Objective 1.3, *Accelerated Development of the Private Sector*. Figure 1 shows project expected results.

FIGURE 1.1. EXPECTED PROJECT RESULTS



Achievements of each result support the goal of LAMP and in turn strengthen progression toward the strategic objective of accelerated economic growth. The full set of the intermediate results is presented in the diagram above.

1.3 LAMP IMPLEMENTATION STRATEGY

To achieve the projects goals, the LAMP team first assessed the status of the agricultural sector in BiH—its strengths and weaknesses. After this assessment, the LAMP team then assessed those agricultural subsectors that had the best opportunity for competitive growth, using the cluster methodology. Michael Porter's cluster concept is rooted in increasing competitiveness by sustained productivity growth. LAMP's project activities were consistent with this cluster concept. The BiH agricultural cluster has tremendous potential, but elements of the cluster were inactive, incomplete, or simply obtrusive, thus inhibiting its growth. Analysis of the BiH agricultural cluster demonstrated that the microeconomic environment for the BiH agriculture sector faced significant obstacles, which impeded its ability to compete. The components of the LAMP project were consistent with the emphasis on developing the microeconomic business environment. The key to the cluster concept is to identify the change makers, and bring them to the table so that they can create synergies. The

key implementation strategy among the LAMP components (finance, policy, linkages) was to identify those change makers in industry, government, donors, education, local associations, etc., and to form a collaborative effort among them. The LAMP implementation strategy was to:

- Assess the agriculture market to determine those agricultural subsectors and product areas that hold the greatest opportunity for competitive growth.
- Assist relevant BiH government institutions to build capacity to become a respected exporter of products meeting regional or EU standards. Consultants or subcontractors were engaged to provide the trainings necessary to evaluate exportable products and assist with establishment of standards and methods to certify their quality.
- Assist producers and processors to mitigate constraints such as lack of sales skills, limited customers/ market orientation, and a lack of management skills through business skills trainings on sales, marketing, management, accounting, finances, packaging, investments, etc. These trainings were specific and tailored individually for each company targeted.
- Assist producers and processors in achieving more profitable production.
- Provide assistance to better link buyers and sellers through more and better market information, including prices, volume, quality, location, contacts, etc.
- Assist in targeting DCA loans to creditworthy market integrators and food processors that are known to be working with BiH producers or cooperatives, thereby stimulating and supporting domestic agricultural production.

LAMP's success in achieving its objectives through this strategy can be demonstrated in the accompanying information (see appendices) on individuals trained, technical documents prepared and disseminated, and the number of institutions receiving training and technical assistance.

1.4 PARTNER ORGANIZATIONS

Collaboration by LAMP with other entities supporting the agricultural sector was critical. Within USAID alone there were several initiatives that directly impacted the agricultural sector, such as CIPE, FSBAT, GTN and Land O'Lakes. Additionally, there were other USAID activities that impacted LAMP indirectly, such as pledge registry project and tender assistance to privatize state-owned companies. Furthermore, USDA and many donors, such as the World Bank, are actively supporting elements of the agricultural sector.

LAMP collaborated with other activities to form synergies that can positively impact the agricultural sector, its strengths and weaknesses.

Study tours formed an important part of LAMP's effort to increase technical skills, in a specialist area, amongst producers and extension agents. An important partner for LAMP was World Learning, another USAID-funded activity, which specialized in the organization of study tours. World Learning's highly professional staff organized several study tours each year for LAMP that covered a wide range of topics including technical aspects of fruit growing, standards, milk production, land management, advocacy and many more. These study tours were held in countries with significant experience in these technical areas—primarily in Europe—and where participants could learn skills that would be readily applicable under the same conditions in Bosnia-Herzegovina. Each of these 7-10-day study tours were attended by approximately 15 participants.

Besides donor projects, LAMP collaborated extensively with local training institutions, which was the key to the future projects' sustainability. Throughout project implementation, the degree of success is directly related to the extent to which LAMP strengthened and empowered local partner organizations and subcontractors.

LAMP supported the development of 197 training modules for market participants of which 84 were developed by LAMP staff, 54 were developed by local experts, and 59 were developed by short-term technical assistance (STTA) from the US and Europe. During the last 18 months of the project, more emphasis was placed on capacity-building training topics than in previous years. LAMP focused on the management of cooperatives and associations to strengthen their ability to manage their respective organizations and to assist their members/co-operants in running their small farms as small businesses.

In addition, LAMP developed a special program for associations to develop skills in public advocacy. Fifty-four members of 21 associations went through introductory advocacy training, while 34 members from 15 associations completed advanced advocacy training. Center for Civil Initiative, a nongovernmental organization (NGO) from Tuzla, partnered with LAMP in delivering these trainings.

LAMP, in cooperation with northeastern training institutions, developed a specialized training course, “Winter Schools for Dairy Farmers” for cooperatives. Northeastern BiH extension services (from the Federation, RS and Brcko District) led the realization of this idea, and trained 234 farmers in seven dairy schools in seven different locations. At the end of the course, the attendees received Certificates of Completion.

Over the past years, LAMP has developed a very successful partnership with the Israeli Foreign Assistance Program (MASHAV) in the delivery of training and technical assistance to improve the access of agricultural produce from Bosnia-Herzegovina to the European Union (EU). This cooperation has helped producers meet the European Retailer Produce Working Group Good Agricultural Practices (EUREPGAP) requirements and access the EU market; and has also facilitated cooperation between researchers/extension officers. MASHAV is likely to continue its activities in BiH after project completion.

The Sarajevo Graduate School of Business (SGSB) was subcontracted to deliver marketing training to selected LAMP clients. The training (Marketing Strategy Implementation Program) was co-designed by LAMP and SGSB, and was divided into four separate modules, with the practical work between the modules. Managers of 15 selected cooperatives from all over the country worked on designing marketing strategies, and started with its implementation. As a result of this activity, most clients managed to complete their detailed marketing plans. Some have already been successfully implemented. With an average attendance rate of 75%, and of 16 cooperatives enrolled, 15 completed the program.

In recent years, LAMP gave special attention to cooperative unions—their management and auditors—because they play a key role in the cooperative sector in BiH. LAMP developed and implemented a comprehensive training program for cooperative auditors. This is the most important aspect in restructuring the cooperative sector in BiH. A comprehensive cooperative audit is the primary mechanism that should help cooperative members build trust between the cooperative and its members, and the cooperative sector and lenders, creditors, government and nongovernment sectors. Cooperative audits in BiH have an additional function—once the audit is completed, the cooperative’s situation will be transparent and will lay the groundwork for creation of any development programs to overcome difficulties. Cooperative auditors went through a 15-day training program, which included a 10-day training conducted by LAMP’s subcontractor German Cooperative and Raiffeisen Union (DGRV), as well as financial and other trainings conducted by LAMP staff. German expertise was utilized because the BiH General Law on Cooperatives is modeled after the German law. As a result of this successful training, cooperative unions are now negotiating future cooperation with DGRV.

LAMP subcontracted the Veterinary Institute from Banja Luka to conduct a five-day training to commercial dairy farmers with the goal of improving farm management, and increasing productivity and reproduction performance of dairy cows. Twenty-five dairy farmers from the Una-Sana Canton were certified for artificial insemination (AI) by the institute after they passed this training. Two months after the training, two dairy farmers from Buzim purchased two containers of semen, and in addition to their own farms, provided AI to neighboring farms under the supervision of the local veterinarian. Twelve farmers have been practicing AI on their farms (Cazin, Krupa and Kljuc).

LAMP signed a subcontract with the Bihac and Tuzla Agricultural Institutes to conduct 250 soil tests for farmers in Una Sana and Tuzla Cantons. The primary objective was to raise awareness among farmers of the importance of soil testing to achieve economic and environmental benefits through optimized nutrient application and application of good agricultural practices. Experts from the institutes provided written recommendations, which included guidelines on specific nutrients and the required dosage of fertilizers to avoid over-fertilization.

LAMP subcontracted the Bihac Agricultural Institute to conduct testing of silage, hay, and concentrate feed for 148 dairy farmers in the Una Sana Canton, Banja Luka, and the Tuzla regions. Following the tests, the institute provided written recommendations on how they should improve feed for their dairy cows. The program's objective was to enable farmers to improve feeding their herds by testing silage and hay to determine shortcomings and to stop declines in milk quality—and improve it. The instructions also provided guidance on the prevention of various cow diseases caused by poor feeding such as indigestion, acidosis, ketosis, etc.

LAMP subcontracted a local company, Profil, to conduct a series of capacity-building training sessions on a wide range of topics including sales and business negotiation skills. One of the areas of weaknesses found among LAMP's clients were a lack of sales and negotiation skills, in particular among cooperatives while trying to sell their goods to food processors and retailers. Therefore, improving their ability to apply basic sales concepts should increase their ability to sell. Also, a substantial improvement in negotiation skills in all types of companies and institutions was needed. Enhancing this ability helped LAMP's clients to negotiate better contracts, sell their goods and/or services, thus increasing their competitiveness.

LAMP has identified Macedonia's INCEBO as a potential subcontractor for EUREPGAP training on the basis that INCEBO is the only EUREPGAP-accredited certification body based in the former Yugoslavia. INCEBO has a good understanding of the state of agriculture in the region, as INCEBO has certified growers in Macedonia and Albania, and has conducted training in the region, in Serbia and Bulgaria as well as Bosnia-Herzegovina. In addition, INCEBO is a certification body able to provide EUREPGAP certification at a reasonable cost for BiH growers. Moreover, the key trainer at INCEBO spoke fluent Bosnian/Serbo-Croatian and as such it was easier to conduct effective training. For similar reasons, INCEBO was utilised to conduct training courses on Hazard Analysis and Critical Control Point (HACCP) and the International Organization for Standardization (ISO). As a result of these training sessions, there is now a pool of people with expertise in EUREPGAP and several organisations have obtained EUREPGAP certification.

A list of subcontractors and consultants who supported project activities is included in Appendices D and E.

2.0 LAMP ACHIEVEMENTS

2.1 PROJECT OVERVIEW

LAMP followed its objectives throughout the life of the project. Project actively facilitated and promoted relationships between buyers and suppliers; eased access to financing by making funds available through BiH micro-finance institutions as well as loans through several commercial banks with the help of USAID Development Credit Authority (DCA) guarantee; supported institutional development of cooperatives and associations; influenced changes in agricultural policy and provided technical assistance to farmers to adopt recognizable EU standards, enhance agricultural production and improve marketing capabilities.

During the life of the project, LAMP helped create 287 new contractual relationships worth more than \$ 11 Million across all elements of the value chain in the three primary sectors: dairy, fresh and processed fruits and vegetables, and MAP.

LAMP awarded 136 small grants to qualifying cooperatives, associations and companies. With these grant funds the following activities were supported: 35 different marketing activities, primarily branding and new product promotion; 56 lacto freezers were purchased to improve milk collecting infrastructure; 15 HACCP and GlobalGap trainings and/or standard introductions; 2 market integrators to obtain EU recognizable certificates; 11 cooling chambers were co-financed and many received other necessary agricultural equipment such as tractors, packaging lines, irrigation systems etc.

About 1,800 different events (trade shows, networking meetings, roundtables, cluster meetings and seminars) were organized. This number reflects events organized by LAMP and does not include events organized by value-chain participants and counterparts as influenced by LAMP's activities.

LAMP has been actively working on sustaining its programs: winter trainings have expanded, and almost all trainings were organized by cooperatives, associations and agricultural institutes with reduced assistance from LAMP. Over the past five years, 36,979 individuals attended LAMP trainings. Eight training institutions from northeastern B&H initiated and started 7 Winter Schools for Dairy Farmers which was attended by 234 farmers during winter season 2006/2007 and 2007/2008. Their respective cooperatives set up the criteria who could attend this school whereby only large, commercial dairy farmers attended. Winter School for Dairy farmers was held in 8 locations; classes were conducted 8 days in each location, 3 hours a day. Upon completion, the attendees received Certificates of Completion.

The project maintained technical trainings, as needed. Technical trainings performed by LAMP staff were reduced from earlier years; technical trainings done by agricultural institutes, extension services and faculties supported by LAMP staff significantly increased (see Appendix D). A key goal in this is to help cooperatives and associations strengthen their capacities to serve members. LAMP's policy team prepared a set of institutional capacity building trainings about marketing, finance, business development, policy and advocacy.

The handover of Dairy Herd Improvement Program (DHIP) to local partners resulted with complete transfers to the Una Sana Canton, Tuzla Canton Agricultural Institute and the Federal Institute in Sarajevo.

Marketing was strongly emphasized during the last two years. Stripped of theory and targeted at working managers, there were four courses during the last year: Understanding Marketing & Business Management, Connecting with Customers, Marketing Planning & Elements of a Marketing Plan, and Marketing Programs. LAMP subcontractor for this was Sarajevo Graduate School of Business (SGSB). LAMP field staff did most of the consulting with the participating cooperatives. Their role was to assist the managers in applying the classroom material to their cooperatives.

LAMP has made major strides in improving the business environment of the cooperative sector, particularly in the Republic of Srpska where the government has been more willing to make changes. Promotion of advocacy by associations has led directly to the adoption of a policy toward cooperatives in the RS. Cooperation among cooperatives and associations is an increasingly important topic.

Quality standards and food safety systems such as EUREPGAP, a private quality standard, and HACCP, a food safety control system, are demanded by buyers. Since it has become difficult for BiH producers to export fresh fruits and vegetables to the EU without EUREPGAP; LAMP worked to raise awareness of the EUREPGAP standard amongst agricultural producers and relevant institutions in order to overcome this export barrier. During 2007, BiH had the first EUREPGAP-certified producers: Vegic Commerce, Ljubuski and Agrofruit, Satorovici- Brcko.

Over the past year, LAMP management has shifted toward transferring management responsibilities from expats to local staff. Brian Fahey was the Chief of Party from the beginning of the project until July 2006. Jon Thiele was appointed Chief of Party in July 2006 followed by Meriha Manojlovic in September 2007.

Details of LAMP's achievements are described below:

2.2 ACHIEVEMENTS

2.2.1 Forming New Linkages

Forming new contractual relationships within the market chain has been a priority for LAMP. In the past five years, LAMP helped create 287 new contractual relationships worth over \$ 11 million across all elements of the value chain in the three primary sectors: dairy, fresh and processed fruits and vegetables, and MAP. The networking meetings, trade fair participation, study tours, as well as promotions were the main tools in achieving this result.

TABLE 2.1. RESULTS BY INDICATOR FOR FORMING NEW LINKAGES

Monitoring Indicator	Task Order	Year 1	Year 2	Year 3	Year 4	Year 5	Total to date
Number of product cluster studies developed	20	20	0	0	0	0	20
Number of strategic product plans written	18	5	8	6	8	0	27
Number of meeting events (trade shows, workshops, roundtables, cluster meetings and seminars)	10	127	409	635	480	149	1,800
Number of contracts between traders/processors/producers	40	68	51	85	63	20	287
Number of training organizations developed	2	2	13	27	53	0	95
Number of training programs developed	9	12	46	67	65	7	197
Number of Training-of-Trainers classes	-	0	14	7	21	2	44
Individuals attending Training-of-Trainers classes	-	0	233	131	123	123	487
Individuals participating on marketing tours (trade fairs)	20	102	805	261	511	195	1,874
Individuals attending learning tours (study trips)	-	56	366	312	236	82	1,052
poIndividuals attending Network	-	1,684	2,71	1,957	1,27	223	7,858

meetings, Cluster meetings and Roundtables			5		9		
Number of grants awarded to value-adding entities to strengthen linkages	15	12	30	11	7	4	64

2.2.1.1 Networking meetings

LAMP hosted 140 networking meetings attended by 4,819 people to establish new market linkages. To demonstrate results from these meetings we selected the following highlights:

- Potato chip manufacturer, “Kelly SEE doo” from Sarajevo signed a contract with six LAMP clients, cooperatives, potato producers. In 2006, six agricultural cooperatives in Bosnia-Herzegovina developed agreements and delivered around 1,500 t of industrial potato to a potato chips company, KELLY S.E.E., in Zavidovici. The company has been very pleased with the quality of delivered potato and in 2007 they plan to increase buy-off to 3,500 t.
- Vegic Commerce from Mostar continued to expand its business; LAMP assisted organizing three networking events for 111 farmers and representatives of cooperatives, associations and private companies from all over BiH in order to establish business contacts with this company. Resulting from these meetings, as of June 2007, Vegic purchased EUR 300,000 of fresh fruit and vegetables from local producers.
- MAP processing company Halilovic from Sarajevo established a contractual relationship through LAMP with an American company “GloryBeeFoods” and sold KM 3,057 worth of essential oils.
- Poljopromet Donji Vakuf, a cooperative formed in 2002, initially started berry seedling production on 1 hectare of land. Berry production rapidly increased from 60,000 seedlings in 2003 to 400,000 in 2004. In 2004, Poljopromet sold 80,000 seedlings to producers in Tesanj Municipality as a result of linkage and networking meetings organized by LAMP. USAID LAMP also helped form a business relationship between Poljopromet and an Agricultural Cooperative, Malinar, which resulted in the sale of 140,000 seedlings to Malinar. To encourage more efficient production of berry seedlings, LAMP also provided a grant worth US\$25,000 to Poljopromet to fund the purchase of agricultural equipment.



It should be noted that LAMP only tracks the initial contracts between buyers and sellers that result from LAMP assistance. Follow-on contracts between the buyer and sellers are not tracked.

2.2.1.2 Trade Fairs

LAMP has assisted BiH producers and processors form market linkages through trade fairs organized within and outside of BiH. Some examples are noted below.



LAMP supported 19 MAP processors to attend BioFach 2007, Trade Fair of Organic products. In 2-and-half days, the BiH companies (exporters, potential exporters) to EU and other countries had a dozen business meetings and contacts. The most active were companies interested in exporting essential oils, mushrooms, and wild fruit. Some of the companies established new contacts with potential business partners, or met their current business partners to strengthen their relationships, and discuss about present activities and plans for next season. For example, while attending the BioFach organic foods fair in Nuremberg,

Germany, the company Herceg Med established a relationship directly with their supplier of honey jars, thus by-passing an intermediary and saving Herceg Med \$20,000 annually. Company Halilovic from Sarajevo established a contractual relationship with Worle from Hamburg, Germany and exported organic Melissa herbs (KM 51,404). Elmar too concluded sales with Pranarom International, Belgium, Weleda, Germany, and Sirius, France for sales of essential oils in total value of KM 144,583.

MAP company Faveda signed an agreement with Qatar-based trading company Mareeni, and thus ensured access to the lucrative Middle East market. Mareeni agreed to purchase Faveda's final products (teas and creams), thus ensuring that all value-adding is done right here in Bosnia-Herzegovina. USAID LAMP played a role in Faveda's success through capacity building over several years and grants provided for processing equipment. More specifically, LAMP co-financed a trip to Qatar in May 2005, which was the first step in establishing contacts with trading companies in Qatar and market research in general. USAID LAMP will continue to support Faveda in its marketing efforts



Two BiH MAP companies participated at the 'Natural Products ExpoWest' Fair in California through support of Partners for Development (PfD) and USAID LAMP. This is the first time that BiH. MAP companies participated at a trade fair in North America.

Beyond encouraging clients to attend trade fairs, LAMP has strengthened local trade fairs. LAMP conducted 'trade booth workshops' to instruct local companies on how they can optimize the effectiveness of a trade booth through improved product display and effective manning of the booth, and how to increase the likelihood of sales through fair exhibitions. LAMP strengthened local trade fairs, such as Days of Honey in Prijedor, and Milk and Honey Days in Tuzla. During the last several years LAMP facilitated increased participation in trade fairs; clients previously supported by LAMP, increasingly participated at fairs by themselves. A fine example is the Gradacac Fair. This traditional agricultural fair for the past 34 years is taking place in Gradacac. More than 30 LAMP clients participated at the fair. Picture shows booth that belongs to cooperative PMG ViP and Farmers' Association Plodovi Povratka (photo below).



Addressing a specific project objective, LAMP completed a major set of activities in support of clients' efforts to improve their use of B2B fairs to achieve their enterprises' objectives. In collaboration with USAID CCA, LAMP subsidized participation at the 10th International Mostar Fair, "Sajam Gospodarstva Mostar 2007". Prior to the fair, LAMP provided two training sessions on "Trade Fair Preparation: Improvement of Trade Fair Exhibiting" at which a graphic designer presented techniques and guidance on visual aspects of fair booths and products to the attendees. According to the fair organizers, 36 countries were represented at the fair; there were more than 50,000 visitors from BiH and the region, and more than 600 companies exhibited. 47 LAMP clients

took 350m2 of exhibition space. For LAMP, this was an effort to bring more advanced clients toward a more

sophisticated view of trade fairs. LAMP guided the clients to a broader, more strategic view of fairs as a tool to build a business. In Mostar, the majority of exhibitors used this opportunity for promotional efforts, introducing new products and improvements in packaging, and to launch new branding campaigns.

Additionally, all participants had an opportunity to present themselves, products and/or services to a more general public through company presentations and press conferences.

2.2.1.3 Promotions

LAMP organized a food tasting event at the Vlasica ski resort to promote sales of domestic food products where producers from all over BiH presented and promoted their products. Wineries offered wine samples, cheese producers introduced new cheese varieties to the public, and tea and honey processors provided first hand advice on the best uses of honey and teas during the winter season. The event was very well attended and resulted in considerable immediate sales. Similar activities were conducted in other ski resorts throughout Bosnia-Herzegovina.

In January 2007 on Bjelasnica, nine producers from BiH organized a presentation and tasting of honey, tea, wine and other domestic products. Over 5,000 people visited the stands, and had the opportunity to try and buy domestic products at discounted price. Apart from good sales, there was also significant media attention. Hotel Marsal in Bjelasnica, supported this event so presenters achieved good sales results and promotion with minimal investment.



Cheese tasting as part of promotional activities of this producer



Presenters in Bjelasnica in January 2007 included:
Zadruga BH-Milch, Hrasnica; ZZ Eko Vlašić;
Pčelarstvo Duranović, Konjic; Vinarija Sivrić,
Međugorje; OZZ Saradnja, Lukavica; Faveda,
Sarajevo; Biljana, Maoča; Soldimed, Živinice; and
Udruženje žena poljoprivrednika, Tešanj



Example of effective branding and promotion

BH Milch cooperative held a first promotion of cheese in hotel Marsal, Bjelasnica on Sunday, January 13th, 2008. Although weather was not good, cooperative is very satisfied with a promotion and with results achieved. The response on new developed promo materials by LAMP's sub-contractor DPP Studio, Sarajevo Marketing Agency was very positive and visitors were elated with new materials and it was stated and jointly concluded that these new promo materials will "open doors" for any future product promotions. This is a continuation of promotional activities that LAMP initiated and started last year only this year it was organized solely by the cooperative.

The Association Prva pcela Prijedor organized the inaugural honey exhibition, named “Days of Honey”, between October 19-20, 2006 in Prijedor. Besides testing and selling of apicultural products, the event also consisted of number of promotional activities on TV and newspapers, distribution of fliers, education of beekeepers, education of consumers on benefits of apicultural products, marketing research, competitions (best stand, top quality honey product, best honey label).

All activities had one main goal - to promote and increase consumption of pure, domestic honey. The event fulfilled all expectations: 23 beekeepers from the region exhibited their products, around 10,000 citizens visited the exhibition spending approx. KM 45,000 and the whole event is expected to become a regular annual event. LAMP's Learning from positive experiences The Honey Producers Association *Kadulja*, organized a number of promotions on their own during the summer tourist season and are planning to continue with promotion and awareness campaigns for their product recognition.



2.2.2 Strengthening Market Participants through Small Grants, Trainings, Short-Term Technical Assistance, Learning Tours

LAMP strived to upgrade local cooperatives, associations, service providers, food processors and training institutions so that they can become more robust enterprises, capable of thriving in competitive markets. This effort was accomplished through small grants, trainings, short-term technical assistance, and learning tours.

TABLE 2.2. RESULTS BY INDICATOR FOR TRAININGS, STTA, AND TOURS

Monitoring Indicator	Task Order	Year 1	Year 2	Year 3	Year 4	Year 5	Total to date
Number of LAMP assisted market participants	50	32	38	20	0	0	90
Number of training courses to market participants (processors, service providers, etc.) completed	18	26	36	17	103	15	197
Individuals from market participants that received training	100	423	725	604	1,377	183	3,312
Number of producer organization strengthened or created	30	37	22	10	3	0	72
Number of training courses to producer organizations completed	18	43	259	499	300	132	1,233

Monitoring Indicator	Task Order	Year 1	Year 2	Year 3	Year 4	Year 5	Total to date
Individuals from producer organizations that received training	-	802	8,307	13,399	8,043	3,126	33,677
Number of producer organizations that provide new/additional services	30	-	33	24	23	49	129
Number of strengthening grants to producer organizations and associations	20-30	10	29	10	11	4	64
Number of established relationships between market integrators and producer organizations	15	25	16	11	3	20	75
Number of marketing grants to both producer organizations and market integrators	8	-	-	-	9	11	20

2.2.2.1 Small Grants to Market Integrators

Grants up to \$25,000 were provided to market integrators that enabled the recipient to complete a project that can facilitate a more competitive agricultural sector. During five years, LAMP processed 166 small grant applications of which 26 were rejected, 3 were moved to “transfer of assets” activity and 136 were awarded to qualifying cooperatives, associations, and companies. Relative to the type of organization 43% of small grants were awarded to cooperatives, 22% to associations, 32% to private companies and 3% to training institutions. The value of the small grants awarded through LAMP project was \$2.3 Million. In addition to the small grants awarded to market integrators, grantees contributed over \$ 3.4 Million. With these small grants 301 people was directly employed and 10,485 people were indirect beneficiaries.

2.2.2.2 Trainings

Over four-and-a half years, 36,989 people attended 1,416 LAMP trainings. LAMP used subcontractors in the implementation of the technical assistance for product quality improvement and market development, for



Fruit tree pruning training in the field by Prof. Kurtovic from the Agriculture faculty in Sarajevo

developing market research and market strategies for agricultural products, for training in finances, sales, internal control activities and other. LAMP developed and conducted training courses in cooperation with extension services and other training institutions. A CD with materials developed in earlier years (127 titles in 7 different sectors/fields of LAMP’s training activities) was distributed in May 2006 to all training institutions – LAMP’s counterparts in May 2006 with plans to deliver such trainings on their own in the future. Training-of-trainers seminars were included in the total number of trainings.

LAMP delivered a large number of training courses with the goal to strengthen the capacity of cooperatives and associations. A curriculum program was developed for cooperatives, with the

attendance of each monitored and recorded. The objective was to have primary cooperatives master the curriculum specifically constructed for them; topics were marketing, finance, institutional development and other, which would further develop and improve their management capacities. The ultimate goal was to improve management skills in order to provide better services to their members. In addition, LAMP developed a special program for associations – to develop skills in public advocacy. Fifty four members of 21 associations went through introductory advocacy training, whilst 34 members from 15 associations completed advanced advocacy training. This training was also supplemented with a study tour to Poland. As stated later in this report, the impact of this training can already be seen in successful advocacy and lobbying activities some of which have resulted in legislative or procedural changes.



During the last project year, more emphasis was placed on capacity building training topics, than in the previous years. "Market integration" is a management activity; enhancing knowledge of business management is a key objective of the project. Therefore, LAMP included management of cooperatives and associations in order to strengthen their ability to manage their respective organizations and to assist their members/co-operants run their farms as small businesses. LAMP developed specialized trainings with selected trainings institutions named "Winter Schools for Dairy Farmers". Northeastern BiH extension services (from the Federation, RS and Brcko District) were leading institutions that realized this idea, and had 234 farmers attending.



During last year, the vast majority of trainings were delivered by local training partners that contribute to their financial sustainability. During the four and a half years, 53 local organizations collaborated with LAMP in delivering trainings. See Appendix D.

LAMP has been conducting financial management training for cooperatives throughout BiH.

Attendees learned about the Income Statement, Balance Sheet and Cash Flow Statement and their interaction. They also learned how to plan their future business based on historical financial data and new financial requests.

Better financial management should lead to better financial performance!

Partnership with MASHAV

LAMP has developed a very successful partnership with the Israeli Foreign Assistance Program (MASHAV) in the delivery of training and technical assistance with an aim to improve the access of agricultural produce from Bosnia-Herzegovina (BiH) to the EU. This cooperation, which started in 2005, has helped producers upgrade production technologies, meet the EUREPGAP requirements, and access the EU market; and has also facilitated cooperation between researchers/extension officers. The training activities in BiH and Israel are exhibited in Table 2.3 below.

TABLE 2.3. RESULTS OF LAMP-MASHAV TRAINING

Topic	Length of mission (days)	No. of training events	No. of participants
Training and other activities in BiH			
Marketing of fresh fruit, vegetables and herbs	7	1	22
Irrigation and Fertilization	7	1	47
Vegetable production in greenhouses	21	11	266
Integrated Pest Management	21	8	132
Cultivation of medicinal and aromatic plants	5	2	35
Plant Protection and Inspection	7	1	36
Quality control according to international standards	7	1	25
Nursery Management	7	1	27
Total in BiH	82	26	590
Training in Israel			
IPM/EUREPGAP Study tour	6	N/A	5
Technologies and standards for vegetable growing	11	N/A	17
Biotechnology and Bioinformatics in Agriculture	55	N/A	1
Practices and Processes in Soil and Water	22	N/A	1
Intensive Vegetable Production in Greenhouses	22	N/A	1
Plant health, safety and quality	22	N/A	3
Organic farming	14	N/A	2
R&D in post-harvest practices	25	N/A	1
New Concepts in Integrated Pest Management	24	N/A	2
Plant Protection, Inspection and Quality Control	11	N/A	13
Meeting international standards in F&V production	13	N/A	14
Total in Israel	225	N/A	60

Topic	Length of mission (days)	No. of training events	No. of participants
TOTAL	307	26	650

2.2.2.3 Short-Term Technical Assistance

During the course of the project, LAMP clients received technical assistance and institutional strengthening trainings from four ex-pat consultants and eight local/regional consultants. LAMP hired consultants for the technical assistance on honey and honey by-products production and sales, dairy production, planting technologies and growing procedures for blueberries, integrated pest management, and fruit and raspberry production. Consultants hired to provide institutional strengthening training were teaching on cooperative management/auditing and management of receivables.

EXAMPLE OF EFFECTIVE STTA

With LAMP's support, a dairy farm in Livno ('CIZ Trade') has managed to drastically improve milk yield and quality through improved feed.

The dairy farm, owned by Mr Ivica Cubela, started work in middle of 2005. Located in Livanjsko Polje, it occupied 60 ha of land most of which is leased. Over 350,000 KM was invested in the farm through a DCA loan from Zagrebacka Bank, with a 50% loan guarantee through USAID and an additional 150,000 KM of own funds to build the farm, purchase equipment and 47 Holstein dairy cows. The farm, however, experienced problems right from the beginning. Ten cows died due to poor feeding formulations and disease, bringing the farm to the brink of disaster. Dr Roy Chapin, a US dairy expert, was brought to BiH at the end of October 2005 on the initiative of LAMP. Dr Chapin noted that the feed was inappropriate and recommends a new feed approach, which was adopted by Mr Cubela. Mr Cubela decided to purchase feed from feed company—MMB-INEXCOOP in B. Samac – whose formulations have also been recommended by Dr Chapin.



Mr. Chappin with Mr. Cubela at the dairy farm.

Following Dr Chapin's advice, within a few months milk yield increased from 20 to 24 liters per cow, an increase in fat content from 3.8% to 4.6%, an increase in raw protein from 3.1% to 3.5% and an increase in Body condition score from 1.5-2.0 to 2.5-3.5. In addition, CIZ Trade was the first dairy farm in BiH which joined the DHIP program, which has helped to increase production and address problems in feeding, hygiene and farm management. LAMP has also provided many other training such as good farm hygiene and corn silage.

Today this farm has 44 cows with an average milk yield of 30 liters.

2.2.2.4 Learning Tours (69 tours, 1,052 participants)

Sixty-nine learning tours were organized (see Appendix C) so that the attendees could observe various new agricultural techniques. One by-product of these trips is that BiH attendees often established new contracts with each other as a result of relationships established during a learning tour. For example, Agropodrinje Cooperative met the RS Association of Fruit Growers during a learning tour, and established a contract to purchase 15 tons of apples, which Agropodrinje in turn sells to Mercator Supermarket. These training tours enabled Bosnians with little or no English skills to travel to the US, European and Middle-Eastern countries to be exposed to current, modern agricultural technologies. LAMP selected attendees based upon their ability to adopt and implement new ideas. In particular, LAMP placed an emphasis on selecting individuals from Agricultural Institutes, Extension Services and other organizations that can serve as trainers to farmers.

For example, LAMP organized a study tour to Italy for 28 LAMP clients in order to obtain improved knowledge of the latest fruit and vegetable production techniques, services, equipment and marketing, and also to assist in creating market linkages between BiH participants and those from Italy and other countries. The tour consisted of site visits to agricultural organizations and a visit to the Macfrut Fair. The site visits

included Vis, a wild fruit processing company; Melavi, an agricultural cooperative; Sondrio, an agricultural institute; and Vivai Molari & Gatti, a berry nursery. As BiH is an importer of Italian fruits and vegetables, this visit allowed LAMP clients to observe how to compete with the Italian producers and processors, or to establish links for future cooperation with them. Many contacts were made during the visit, all with potential for future cooperation, and many contacts among local participants were also established. Most importantly, LAMP clients learned the effort required to achieve competitiveness in this market sector.

Some examples of study tours abroad



While study tours to the US, EU countries or Israel were effective, substantial benefit was obtained from study tours within BiH or to neighboring countries. For example, following a one-day study tour to Sabac, Serbia, ZZ Tarcin managers used information on modern free stall dairy operations to install its own free stall operation for 100 cows. In addition, ZZ Tarcin also learned about techniques to make grass silage that could significantly improve the forage quality and competitiveness.

Some examples of study tours in the region



2.2.2.5 Strengthening Extension Services

LAMP has been building capacities of local extension services in production methods as well as delivery of advisory services through train-the-trainer sessions. One area of particular emphasis was the “Dairy Herd Improvement Program” (DHIP) introduced in September 2005 in six areas throughout BiH. DHIP is a voluntary system of regular and independent milk control, enabling farmers to better manage their dairy herds. DHIP provides information on productivity and milk quality parameters for individual cows. With this system, the farmer can control and improve the quantity and quality of milk from each cow, control the herd health, manage reproduction, and gather information for improved feeding.

DHIP was transferred to key local counterparts. The Dairy Herd Improvement Project (DHIP) was transferred to the Una-Sana Canton, Tuzla Canton Agricultural Services and Federal Extension Service thus ensuring the project sustainability. The Agricultural Institute headquarters in Bihac officially took over the implementation of the DHIP in the Una-Sana Canton (Canton) in August 2007.

To date, 37 farmers with a total of 950 dairy cows have joined the DHIP program in BiH (from these, 27 farms are in the Una-Sana Canton with about 750 cows monitored.) Participating farmers send milk samples to the Veterinarian Institutes for analysis. LAMP assisted the Institute to analyze the laboratory results using a LAMP-designed software and database program which is core of the DHIP. The analyzed results are distributed to each individual farmer along with recommendations.

Benefits for DHI farmers:

- Production per cow has increased since 2006 (barn average increased from 12 to 21 liters).
- Milk quality has improved, resulting in sales for higher prices.
- DHI database provides better business decisions (introduction of Holstein breed).
- The program is a good tool for veterinary services.
- In the final result, the dairy operation is a sustainable operation.

2.2.2.6 Strengthening Market Participants through Marketing Support and Assistance

1. Marketing School for LAMP clients

From November 2006 and May 2007, the Sarajevo Graduate School of Business (SGSB) was subcontracted to deliver marketing training to selected LAMP clients. The training was co-designed by LAMP and SGSB, and it was titled Marketing Strategy Implementation Program. The training was divided into four separate modules, along with the practical work between the modules. Managers of 15 selected cooperatives from all over the country worked on designing marketing strategies, and started with its implementation. Resulting from this activity, most of the clients managed to complete their detailed marketing plans. Some have already been successfully implemented. With an average attendance rate of 75%, of 16 cooperatives enrolled, 15 completed the program.

2. Improved Marketing through Marketing Agency Services

In BiH agriculture, many organizations do not have a logo, slogan, brand name; products are not suited to consumer's needs, packaging is inappropriate, label designs are changed frequently, promotional activities are poor, communications with buyers and consumers are weak, and so on. Resulting from poor utilization of marketing is a much lower competitiveness of domestic agricultural and food industry, and poor export-import trade balance. Therefore LAMP initiated the contact between the marketing agencies and LAMP cooperatives, associations, and SMEs in order to facilitate and improve their competitiveness in the market economy. Through small grants and subcontracts, we facilitated services from the agencies; their services included the creation of graphical solutions such as logo, slogan, brand development, brochures, posters, point-of-sale materials, packaging and label design, Web site creation, and other. The goal is to encourage clients to use the services of specialized marketing agencies in order to improve own businesses. To date, 54

cooperatives, associations and small business benefited from this activity. Client's interests for agency support varied from logo creation to a Web site design.

EXAMPLE OF A SUCCESSFUL MARKETING PLAN DEVELOPED AND EXECUTED: SARADNJA COOPERATIVE, ISTOCNO SARAJEVO

Saradnja Cooperative completed a marketing plan with the goal of increasing sales of fresh fruit in the Sarajevo market. The main objective of their program was to increase the brand awareness at the local market, improve branding, packaging and promotion of their products; in turn, this would enable them to move out from the price-competitive segment of the market.

Marketing plan developed by the cooperative during the program with SGSB and with the support of LAMP field consultants provided a clear strategy on how the products should be promoted. It was decided to re-design the logo as the old one was not appropriate for the selected target market. A "catch-line" was developed to get the customer's attention, along with a competition for the customers.

LAMP supported this cooperative by engaging a Sarajevo-based marketing agency (DPP Studio) to develop these promotional materials; also, a small grant was approved to help finance the promotional campaign. In June 2007, the cooperative started the campaign with the sales of strawberries, and will conclude the campaign in October, with the sales of pears.

Given the target market, one of the marketing plan conclusions and the first step was to re-design the logo. The new solution, offered by DPP goes for a more traditional image of a farmer, as opposed to the clover image with national colors used earlier. As a result, the cooperative developed the new promotional materials.

Step 1: Redesign the logo



Step 2: The new logo



Step 3. Saradnja's Promotional Flyers, Posters



AN ADVERTISING SUCCESS STORY

After finishing initial work with the advertising agencies, some clients decided to continue their cooperation. A good example from Sarajevo region is Faveda, one of leaders in BH MAP sector. LAMP hired DPP to re-design the logo for Faveda and develop some promotional materials.

Samples of the work completed by the advertising agency for Faveda are shown below:

Satisfied with the developed materials, Faveda opted to improve the product packaging as well. DPP was the selected ad agency. Resulting from changes in packaging, Faveda was able to close a business deal with a Qatar-buyer. Same packaging will be used for exports to Turkey, Kosovo and (hopefully) to Australia as a potential LAMP-link. DPP also assisted Faveda to exhibit at the recent International Fair in Izmir, Turkey.



Poster design



A-Board for promotion



Rollo panel



Sample of the New Packaging

Faveda's booth at Izmir Fair, Turkey

2.2.3 Access to Credit

The **Development Credit Authority (DCA)** was originally authorized by the US Congress in 1998 and is US government's guarantee fund used by USAID overseas missions. DCA is offered to local banks in overseas countries. The USAID Mission provides banks with a 50% guarantee on the loan principal and the banks use their own funds and a credit review process to fund and approve the loans. USAID's Guarantee provides an additional security for the loans the banks decide to extend. The purpose of the DCA is to (1) increase financing to the sectors with a large developmental potential; (2) encourage lending to agriculture, which was previously perceived as too risky; (3) enable the local banking sector and other sources of private capital to accept projects that otherwise would not be funded; and to (4) demonstrate the economic viability of these investments to banks and other sources of capital.

In BiH, the first DCA agreement signed in 2003 with three selected banks: UPI Bank, Volsbank BiH and UniCredit Zagrebacka bank. DCA covered 50% of principal for the loans approved for agricultural production and processing, wood processing and tourism. The first agreement was worth \$15.5 million (\$31 in loan principal) and was used up 100%. The second agreement was signed with Unicredit Zagrebacka Banka and Volks Bank in 2006 and guarantee amounted \$11 million (\$22 in loan principal). Until the end of 2007, there were 196 loans approved by selected DCA banks valued at KM 43 Million of which 117 were for agriculture or KM 28 Million. 65% of totally approved loans under the DCA mechanism was from agriculture. LAMP provided assistance in business plans preparation both for clients that wanted to apply to DCA banks and elsewhere. Assistance by LAMP credit specialists had resulted in 77 loans to agribusinesses of which 35 were with DCA banks and 40 with non-DCA banks. The total amount approved was 29,973,380 KM, or approximately \$ 21.2 million. Overall, lending to 'pure' agricultural borrowers had slightly increased (see Appendix G.) With the three DCA selected banks, overall increase in average lending was 1%. However, individually, Volksbank had 38% increase in agricultural lending, Zagrebacka Bank 18%, while UPI Bank had a 15% decrease in agricultural lending due to their acquiring by Intesa Group from Italy and long transition process. Such results led to renewal of DCA funds for Volksbank and Zagrebacka banks while UPI was no longer a partner DCA bank. Please see Appendix G.

LAMP agreed to provide \$8 million in capital grant funds to four micro-credit organizations (MCOs) (\$2 million each). These funds were released to the MCOs in tranches of \$400,000, and before the release of each tranche LAMP verified that the MCO was fulfilling its grant obligations.

To encourage the MCOs to be more aggressive, these grant funds were provided with the following obligations by the MCOs: 40% of grant funds to be lent to first-time agricultural borrowers; 25% of grant funds to be lent for periods of 2 years or longer; 15% of grant funds to be lent to minority returnees.

Additionally, the grants funds could only be lent to borrowers who farm in those sectors that LAMP has determined to be competitive, and who provide evidence of a contract with a food processor, cooperative or retailer. A list of valid food processors, cooperatives and retailers was provided by LAMP on a monthly basis to the MCOs, thus ensuring that LAMP funds were used for more value-added agricultural activities.

The above stipulations on the MCOs had resulted in 83% of all funds being lent to first-time agricultural borrowers, and 59% of funds being lent for 2 years or longer, which is longer than the average loan term offered by most MCOs. These loans have created 1,247 documented new jobs and sustained 9,982 jobs. Each of the four MCOs has also experienced an increase in their agricultural loan portfolios as a result of LAMP's capitalization grants. In line with the Micro Credit Organizations grant agreement, this LAMP grant component was closed for activity after a successful audit in September, 2006. The audits were conducted by Deloitte Touche Daihatsu and revealed no shortcomings in any of the MCOs. A grant hand-over event was organized as a celebration of the success of this activity. The four MCOs have made a total of 5,455 loans since inception. The \$8 million dollars provided by USAID generated more than twice that amount in loans, over \$16.8 million in lending.

2.2.4 Policy and Regulatory Development

Development and implementation of policy to facilitate a better business environment in Bosnia-Herzegovina was an important component of the LAMP Project. Intensive efforts were done to facilitate legislation changes in the area of land management, phytosanitary field as well as farm register development (described in more detail further below). During the project period, policy staff moved to other areas within the BiH government. One local staff member became the Deputy Director of the BiH Plant Protection Agency while another is currently the Assistant Minister in MoFTER heading the agriculture sector. These are success stories in themselves.

During the final project years, and taking into consideration project goals, the reduced staff numbers and make-up of the remainder of staff, the LAMP policy team focused on providing assistance to several associations, particularly the cooperative unions, in order to strengthen their capacities in advocating for changes in the policy and regulatory framework. This was done through training and technical assistance provided by Center for Civil Initiatives (CCI) as well as technical assistance by LAMP staff so that associations have a clear policy position prior to advocating for policy changes. Overall, the goal was to improve the business environment for the private sector while also keeping in mind the need to harmonize regulations according to relevant EU Directives.

LAMP staff maintained contact with relevant government authorities to keep abreast of upcoming policy changes. LAMP encouraged key associations to be involved in technical committees involved in the drafting of regulations, while at the same time it also encouraged government authorities to include key associations in such technical committees. In addition, together with these authorities, LAMP organized public meetings (public-private sector forums) which gave an opportunity for associations to comment on early drafts of regulations and advocate their policy position that was developed through earlier technical assistance. LAMP always tried to invite as many relevant associations to these public meetings as possible so that everyone had an opportunity to advocate their policy positions before new regulations are adopted and enforced.

TABLE 2.4. RESULTS BY INDICATOR FOR POLICY AND REGULATION

Monitoring Indicator	Task Order	Year 1	Year 2	Year 3	Year 4	Year 5*	Total to date
Number of reports/studies developed/written	4	2	1	2	7	1	13
Report on identified policy priorities	1	1	-	-	1	-	2

Monitoring Indicator	Task Order	Year 1	Year 2	Year 3	Year 4	Year 5*	Total to date
Number of working relationships with product and trade associations to develop advocacy	10	12	2	4	7	-	25
Number of advocacy training courses delivered	1	4	6	7	6	-	23
Number of working relationships developed with key ministries	-	4	-	-	-	-	4
Leadership role in Bulldozer and/or other international body	1	2	-	-	-	-	2
Initiate legislation changes	-	2	8	2	5	-	17

* Year 5 was only half a year with significantly reduced number of staff in the Policy team. Policy team concentrated on follow-up activities with previously initiated efforts particularly in the cooperative sector and advocacy efforts with existing associations.

LAMP focused on two key areas:

1. Improving the business environment for the cooperative sector
2. Facilitating dialogue between sector associations and the government

2.2.4.1 Improving the business environment for the cooperative sector

In final project years, the earlier activities for continued dialogue between entity Cooperative Unions and other government institutions were intensified. This dialogue had resulted in mutual understanding on the need for creating a better business environment for cooperatives. Together with Cooperative Unions, a series of documents were developed that today represent a platform for the transformation of the cooperative sector in BiH. The implementation of these measures is creating an environment where cooperatives and cooperative unions are modern service providers for their members.

Major successes are as follows:

1. Both the RS and FBiH accepted LAMP-drafted guidance on the cooperative sector developed for respective entities. LAMP and the respective entity Cooperative Unions organized a number of meetings and round tables to overcome problems in the sector. In early 2007 LAMP and the respective Unions prepared actions plan for the entity Ministries of Agriculture. This RS action plan was reviewed by the RS MoA and the RS National Assembly Agricultural Board, after which it was approved without changes by the RS Government. The FBiH action plan was adopted by the FBiH Ministry of Agriculture. According to the action plan, in its 2007 subsidy program, the FBiH Government has placed a condition on cooperatives that cooperatives audits must be conducted for cooperatives to qualify for agricultural subsidies and that all FBiH government support to cooperatives must also be approved by the FBiH Cooperative Union.
2. The RS Ministry of Agriculture adopted a Plan of activities of the RS Cooperative Union for 2008 and will financially support the proposed activities. The plan was prepared by LAMP and includes the following:
 - Extraordinary auditing of all cooperatives by the end of 2008;
 - Preparation of Regional plans for development of the cooperative sector; and
 - Support to the establishment of Business Cooperative unions on a regional or production basis.

3. In April, 2007, the RS Ministry of Agriculture asked LAMP to draft a proposal on allocation of land to agriculture cooperatives because the existing concessions law does not allow sub-concessions. This was completed by LAMP with the RS Cooperative Union in May, and the Ministry has accepted the proposed document.
4. The FBiH Ministry of Agriculture has recognized the FBiH Cooperative Union as a partner. The President of the FBiH Cooperative Union will be in the Council for rural development, which comprises of 11 members. The FBiH Cooperative Union is being involved in the drafting of the FBiH law on subsidies for 2008-2012 period. In addition, the FBiH government projects for cooperatives will now be implemented through the FBiH Cooperative Union.

Another policy initiative relevant to cooperatives is in procession. The RS government decided to develop the Law on agricultural cooperatives. Following several meetings with the RS Cooperative Union, LAMP prepared a draft Law on agricultural cooperatives. The RS MoA has made some fundamental changes to the draft Law, which was not to the benefit of the cooperative sector. Responding to this, LAMP and the RS Cooperative Union prepared a report with recommendations for changes, which was submitted to the Parliamentary Agriculture Board. The draft Law is now being debated in public meetings.

The extension SOW says that an "expected result and benchmark" of the project is "at least three policies or regulatory legislation (sic) advocated by associations and enacted by the government". As LAMP has noted before, adoption of recommendations is beyond the reach of the project, but the project team can take some pride of accomplishment in this action in the cooperative sector alone.

Additional policy changes were also made, or there is progress in this area, due to advocacy by sector associations, in addition to other policy initiatives that LAMP itself has initiated or pushed forward. These are described below.

2.2.4.2 Facilitating dialogue between sector associations and the government

As stated elsewhere in the report, LAMP has focused on strengthening the advocacy capacity of associations. This has been done through training and technical assistance provided by CCI as well as technical assistance by LAMP staff to address specific issues and, in particular, to ensure that associations have a clear policy position prior to advocating for policy changes. Representatives of several associations also attended a study tour to Poland through World Learning.

Below are some examples of such dialogues between associations and governments:

- The BiH MAP Association organized a round table on implementation of regulation on non-timber forest products (NTFP). The meeting reviewed the first five months of implementation by the cantonal forestry administrations which are implementing it. The association is hosting meetings like this as part of its increased advocacy of its members' interests.
- With technical support from LAMP, the BiH Food Safety agency conducted a public meeting, attended by over 60 people, to discuss the draft decree on protected designation of origin and protected geographical indication as well as the first draft on the decree on milk quality and other requirements for milk, milk products and started cultures. The FBiH and RS MoA also presented their situation with respect to entity decrees on dairy products. A similar public meeting was organized for draft regulations related to apicultural products.
- BiH Plant Protection Society has successfully advocated for regulations on Ambrosia. The RS Ministry of Agriculture has made a decision to impose fines on anyone who does not remove Ambrosia from their properties.

LAMP has also assisted the formation of groups so producers can better advocate for their needs. For example, the FBiH Association of Vegetable Producers, and a municipal association of agricultural producers

in Ljubuski, were formed in 2007. Their main goal is to strengthen the competitiveness of the F&V sector in their regions.

2.2.4.3 Other policy initiatives

Milk quality decrees have been a major topic for LAMP. In 2007, the RS published a decree on raw milk quality which establishes milk classes strictly and prices for milk set according to quality. Originally intended to come into effect January 1st, 2007, the implementation period was recognized as too short and the decree was postponed until October 1, 2007. Newly established unit for independent control of milk started with first milk samples. This is a great success for LAMP, because LAMP has been working on the issue with the RS Ministry of Agriculture since the beginning of our program. In the FBiH, the situation is more complex. The FBiH milk quality decree has been drafted however it cannot be adopted until the FBiH Law on Livestock is passed by Parliament. The FBiH MoA is looking for an alternative way to implement this regulation.

The laws on agricultural land have also been one of the priorities in LAMP. LAMP facilitated numerous public meetings throughout the country. In addition, a World Learning tour was organized in Germany. The law on agricultural land has been adopted in the RS and District Brcko. This is another major success for LAMP because LAMP has advised and technically supported the drafting of laws on agricultural land in the three administrative units of BiH. In FBiH, the new FBiH MoA Minister has decided to redraft the law and has formed a working group to do this task.

The BiH Council of Ministers has adopted the internal rule book of the BiH Plant Protection Agency. This rule book was drafted with LAMP's help in January 2006; however, it took until mid 2007 to be adopted by the BiH Council of Ministers. Now that this rule book is adopted, the Agency can start to hire the necessary staff and thus be able to enforce the existing laws.

LAMP has been assisting the BiH Plant Protection Agency in the creation of a single, national list of registered active substances (pesticides). The Agency has formed a committee that worked to harmonize the BiH list of active substances with the EU regulations (EC 91/414). Three-day training on control of imports of pesticides, seeds and seedling materials, and pesticide registration was conducted for Agency staff, phytosanitary and agricultural inspectors, and other relevant stakeholders. In addition, plant protection experts and inspectors attended numerous training sessions in BiH, Croatia, Serbia and Israel to build their capacity in this area. As a result of these activities, the Agency has now drafted a list of approximately 60 (toxic) active substances for which trading will be banned as of October 2008. This list is expected to be adopted by the BiH Council of Ministers in May 2008.

Farm register has been implemented in the Brcko District. This farm register is a pilot program and is being used as an example to the BiH government to show how to organize a common state farm register. LAMP has provided advice to the agricultural ministry of the District to ensure that the software and data collected are in accordance to EU standards. The World Bank will support the introduction of the farm register to the rest of BiH.

2.2.4.4 Trade Assessment report

LAMP has carried out a thorough Trade Capacity Assessment for BiH exports with focus on the agricultural and food sector—and a limited selection of other promising sectors—and the quality and safety infrastructure associated with export capability. In this context, ample attention was given to the country's overall policies and primary institutions for food safety and product safety and quality.

The export capacity of SME in agriculture and food processing and, as a second sector of primary interest, wood and furniture production, was evaluated and considered in relation to the national food and non-food safety and quality systems.

The team has come up with a number of recommendations for future assistance both in the evaluated sectors of BiH economy and with regard to the national quality and safety infrastructure. At all times, the main perspective of the assessment has been to address the needs and expectations of those SME with the potential for and a real interest in exporting to the EU.

2.2.4.5 Certification and standardization

It is beyond LAMP's abilities to facilitate the necessary institutional changes for this to happen in the short period of time available. However, LAMP has been working to improve the certification and standardization process in BiH.



In general, most of the assistance in certification has been directed to cooperatives and agribusinesses and mainly by helping introduce the HACCP (Hazard Analysis Critical Control Point) system and implement the EUREPGAP (now GLOBALGAP) standard in fruit and vegetable production.

Ensuring food safety, with the help of HACCP, is critical to ensure food safety on the domestic market as well as access of BiH products on the international market. In the past, LAMP has helped introduce the HACCP concept in the dairy industry. More recently, PfD and LAMP have been helping to introduce the standard in the sector of medicinal and aromatic plants.

LAMP has also been building local capacity in EUREPGAP, focusing on cooperatives as well as others who may be able to provide consulting advice in the future. LAMP has been very successful in this respect: four producers in BiH have become EUREPGAP-certified in 2007. Additional training in ISO 19011—quality management system auditing—was conducted for potential GLOBALGAP inspectors. Unfortunately, LAMP has been unable to assist a local certification body become accredited to certify according to GLOBALGAP as this is a four year process. In addition, it is believed that accreditation of a local certification body is not a priority as the BiH market for GLOBALGAP certification is still small and there is already reasonable competition between accredited international certification bodies, which keeps certification costs relatively affordable.

LAMP has, however, attempted to assist the local certification body, Organska Kontrola, in its effort to obtain accreditation so it can certify products according to the US organic standard (USNOP). MASHAV has provided technical assistance in this respect both in-country as well as through a study tour in Israel. However, Organska Kontrola will be unable to meet accreditation requirements before September 2008, which is after the end of the LAMP project.

2.2.5 Environmental Compliance

An Initial Environmental Examination (IEE) was completed and approved by USAID in May 2005. The IEE recommended LAMP to disseminate Good Agricultural Practices (GAP) in the MAP, fruits & vegetables (F&V) and dairy sectors, and continue undertaking environmental reviews of small grant applications, pertinent policies and MCO environmental procedures. LAMP hired an Environmental Specialist to coordinate LAMP's environmental activities.

LAMP's goal was to increase the rate of economic growth in BiH through "environmentally sustainable production of value-added agricultural products", and toward that end LAMP has implemented a series of cross-cutting initiatives. The two main tasks were to continue to show producers and processors how to

increase profits by environmentally sustainable means and to support the institutions which will continue this work.

2.2.5.1 Fruit & Vegetables

The key environmental issues in this sector are the use of pesticides and non-point source pollution resulting from fertilizer application. The actual consumption of pesticides in BiH is much less than in Western Europe; however, there are issues associated with pesticide misuse: the use of inappropriate pesticides, inappropriate amounts, wrong timing, ignorance of withholding periods and so forth.

LAMP took an active role in raising awareness of pesticide-related issues through roundtables/seminars as well as farmer training on topics such as Integrated Pest Management (IPM) and wider environmental and safety aspects of pesticide use. A Pesticide Evaluation Report and Safety Use Action Plans (PERSUAP) were completed and approved for berries, fruits and vegetables. These PERSUAPs were prepared in conjunction with technical staff at the Agriculture Faculty in Sarajevo. Apart from providing the PERSUAPs with valuable input and expertise, the process of completing the PERSUAPs with the Faculty builds their capacity and provides a sense of ownership of the findings rather than external imposition.

LAMP has promoted Good Agricultural Practices in the fruit and vegetables sector, as a mitigation measure identified in the Initial Environmental Examination. This has been done through the promotion of EUREPGAP – a European retailers' standard on Good Agricultural Practices. Promotion of EUREPGAP and Integrated Pest Management amongst producers and extension agents was a key strategy to ensure LAMP complies with PERSUAPs for fruits and vegetables.

LAMP raised awareness on EUREPGAP by conducting a series of EUREPGAP train-the-trainer sessions as well as study tours. In addition, comprehensive training was provided on technical topics including irrigation and fertilization, greenhouse management, nursery management and Integrated Pest Management through MASHAV. Details of this training and additional activities with MASHAV are further elaborated in Section C of this report. This training provided BiH producers with ideas on modern techniques to produce fruit and vegetables according to EUREPGAP. Importantly, LAMP staff also provided direct technical assistance to producers to help them address specific issues regarding EUREPGAP compliance.

The EUREPGAP standard has proved to be an excellent framework for the promotion of increased food safety, worker safety and environmental protection. Producers that adopt the standard also have other tangible benefits; that is, market access to large retailer groups in the EU that demand EUREPGAP certification. Until 2007, Bosnia-Herzegovina was one of the few remaining countries in Europe with not a single EUREPGAP-certified producer. The situation has changed in 2007 with four producers obtaining certification by accredited certification bodies.

2.2.5.2 Medicinal and Aromatic Plants

Sustainability and growth in the MAP sector depend on environmental sustainability as the sector largely depends on wild collection to sustain it. In the past couple of years, LAMP experts have noted occasions where incorrect or extensive collection of mushrooms have led to a decline of certain varieties to such an extent that it was not possible to harvest that variety the following year. These concerns were noted in the IEE.

LAMP undertook the following activities to encourage sustainable collection:

- Published and distributed a handbook on Good Agricultural and Collection Practices (GACP) in the MAP sector based on WHO guidelines.
- In conjunction with IMO, a Swiss Organic Certifier, LAMP organized a joint GACP training in Neum in May which was attended by 32 people.
- Conducted seminars on sustainable collection of wild plants at events such as the annual Tea Festival and joint training events with local extension services.

- During routine visits, LAMP consulting staff continually reminded MAP processors to pay adequate attention to sustainable collection practices.
- Funded the attendance of five local partners to participate in the ‘Sustainable Chain Management of Medicinal and Aromatic Plants’ conference in Vienna in July where they obtained state-of-the-art knowledge of technical and policy issues pertaining to sustainable collection of MAPs.
- Organized public-private forums to promote adequate implementation of the regulation on non-wood forest products (medicinal and aromatic plants, mushrooms, and forest fruits), passed in the Federation in December, 2005, but not fully implemented.
- Cooperated with WWF and TRAFFIC to establish a project in Bosnia-Herzegovina to test the International Standard for Sustainable Collection of Medicinal and Aromatic Plants (ISSC-MAP) in Herzegovina region.

LAMP has generally worked only with companies that are organically certified as organic certification assumes that companies take some action towards sustainable collection of MAPs. Some MAP companies are also making additional efforts to ensure their plant materials are sourced sustainably. One company has gained Fairwild certification in 2007 through IMO - a Swiss organic certifier - and it is believed that this is the world's first company to gain this certification. Fairwild certification has stringer environmental standards than the ordinary organic standard and it also addresses social/fair trade issues.

In recent years, LAMP has also been promoting cultivation of herbs to reduce pressure on harvesting from the wild. Training on MAP cultivation was conducted by local experts as well as by Israeli experts through MASHAV – as Israel is a leading exporter of fresh herbs cultivated under greenhouses. It is believed that Bosnia-Herzegovina has potential to cultivate many of the MAPs that are currently collected and thus alleviate pressure on natural resources. However, it is also important to note that while cultivation is part of the solution it is not the solution to the sustainability issue as most MAPs will continue to be collected in the wild due to the high number of species being sought by buyers and difficulty in cultivating many of the species.

2.2.5.3 Dairy

Non-point sources of pollution resulting from animal waste is an environmental issue, but is unlikely to be a major problem as most dairy farmers keep very low numbers of dairy cattle and cattle waste is being used as organic fertilizer, usually in a smaller amount than necessary to maintain soil fertility. However, problems of animal waste use may arise locally due to inappropriate storage and application of animal waste.

LAMP raised awareness of appropriate storage and use of organic fertilizers and other strategies to manage animal waste. This awareness raising is being done through site visits, general training and study tours. For example, nine (9) participants attended a study tour on forage production in the Netherlands in April 2005, which included discussions on soil fertility and nutrient management, grazing systems, environmental management, biogas production from cattle manure, as well as a visit to an ecological dairy farm. Upon their return to BiH, participants passed their knowledge to others through LAMP training events. LAMP has been conducting training and study tours, namely to Germany, to promote Good Agricultural and Good Hygiene Practices (GHP) on dairy farms and in 2007 it also conducted the first training on EUREPGAP for the dairy sector.

Point source pollution among dairy processors is also an issue. The majority of dairy processors do not have adequate waste management systems and have little knowledge of Cleaner Production (CP). LAMP conducted training on Cleaner Production in all four regions of Bosnia-Herzegovina so that processors have an understanding of these techniques which not only reduces resource use and pollution but it also increases profits through cost-savings made in this process.

2.2.5.4 Environmental reviews of small grant applications

LAMP established an environmental review form that was adapted from USAID's Africa Bureau to screen small grants. Most of the grants were relatively small and, when viewed singularly, promoted activities which

did not have a significant adverse impact on the environment especially in the latter project period when small marketing grants were emphasized. Hence, most of the grants were evaluated as having no significant impact with or without conditions. However, LAMP recognized that it is the cumulative impact of these small grants that could have an adverse impact on the environment hence LAMP took a more strategic approach to environmental compliance and management with a goal to improve environmental performance at the sectoral and regional level and not just at the grant recipient level. The most common condition was for applicants to become aware of and to promote Good Agricultural Practices (GAPs). To ensure that the grant applicants were aware of what these GAPs are, LAMP conducted training, prepared extension publications as well as promoted GAP certification through EUREPGAP mechanism described elsewhere in this report. In some instances, grant conditions were more specific, for example, requesting applicants to obtain a planning permission prior to construction or requesting specific actions which were then monitored during follow-up visits.

In addition, small grants were viewed favorably for approval if their intrinsic motive was to have a positive impact on environment, for example, grant applications for agro-meteorological stations that would result in more effective pest management and reduced pesticide use, marketing campaigns for organic on integrated production products, grants for HACCP certification and so on.

2.2.5.5 Environmental reviews of micro-credit organizations

LAMP undertook a review of environmental procedures at four MCOs, which have received USAID funding, as required by the IEE. As a result, in coordination with the Association of Micro-Finance Institutions (AMFI), LAMP conducted training sessions for about 60 participants from eight different MCOs on environmental procedures. The purpose of the training was to encourage the loan officers to be observant of good agricultural practices and the environmental impact when lending in the agricultural sector. Although LAMP only worked with four MCOs in the project, LAMP decided to invite other AMFI members so that the benefits of the training, and eventual implementation of stricter environmental procedures, are felt across the micro-finance sector.

All of the MCOs agreed to strengthen their environmental procedures. For example, since July 1, 2006, MCO EKI has officially adopted the LAMP suggested environmental assessment form to assess the impacts of their agricultural credit lending. EKI has identified a manager and a credit officer, with a degree in agriculture, who are responsible for monitoring and development of environmental assessment procedures.

2.2.5.6 Environmental Review of pertinent policies and regulations

LAMP undertook an environmental review of the proposed FBiH Law on Agricultural Land and submitted its recommendations to the committee responsible for drafting the law. The committee accepted many but not all of the review's recommendations. The law is pending parliamentary passage.

2.3 ACHIEVING PROJECT GOALS

The LAMP Performance Monitoring Plan (PMP) was developed through participative and consultative process between ARD Specialists and the LAMP Team. It presents a brief review of the results, goals and objectives that LAMP activities were intended to achieve. This was followed by two sets of proposed indicators to be used to measure the extent to which success was reached. Monitoring indicators comprise the first set. They were used to track progress toward delivery of project resources and required deliverables. The second set is evaluation indicators, which provided a basis for determining the effectiveness of achieving results and subsequently the goal of LAMP. All indicators and deliverables were met or exceeded.

2.4 INDICATORS

The chart below shows increased production and sales of agricultural products as the direct impact of LAMP activities over the four-and-half years of the project.

TABLE 2.5. LAMP'S IMPACT ON PRODUCTION AND SALES OF AGRICULTURAL PRODUCTS¹

EVALUATION INDICATORS	Unit of Measure	Baseline	Year 1		Year 2		Year 3		Year 4	
			Target	Result	Target	Result	Target	Result	Target	Result
No of Ha under production in key sub sectors	% Change	2003	5%		5%		5%		5%	
Berries				36.2%		125.4%		46.7%		203.6%
F&V				66.1%		34.2%		23.3%		25.7%
No of Kg harvested/collected in key sub-sectors	% Change	2003	2%		2%		2%		2%	
MAP				104.3%		21.9%		30.3%		16.3%
Berries				56.4%		44.0%		24.2%		93.9%
F&V				19.1%		52.7%		21.8%		8.0%
Producer sales of poultry and specialty products	% Change	2003	5%		5%		5%		5%	
Turkey				2450.0%		880.4%		25.0%		6.8%
Snails				821.4%		8.5%		-4.3%		-16.4%
Mushrooms				7.0%		8.3%		7.7%		71.4%
Honey				60.0%		123.1%		5.2%		23.0%
Wine				25.0%		20.0%		18.1%		19.0%

- **Number of hectares under cultivation for berries, fruits and vegetables.** The target was 5% of increase in each project year using 2003 as a baseline. This target was exceeded in all project years as shown in the chart above. LAMP delivered more than 5 times an increase in hectares under cultivation in berry sector measured in fourth project year compared to 2003 number. Constraint that LAMP faced during its work in berry sector was the predominantly small economies of scale, which led to higher costs. This was coupled with a lowly perception of agriculture as a meaningful sector of the economy, thereby limiting investments in it. This constraint was addressed by LAMP's efforts to make local agricultural producers more profitable, which in time offset negative perceptions towards agriculture.
- **Number of kilos harvested in MAP, berries and fruit and vegetables sub-sector.** The target was 2% increase in each project year. Target was exceeded in all project years. In the first project year number of kilos harvested in MAP was 104.3% higher than in the previous year, in the second year further increase of 21.9% was measured, followed by 30.3% increase in the third project year. In the fourth project year number of kilos harvested in MAP increased again by 16.3% compared to previous years. Number of kilos of berries and fruit and vegetable increased due to an increase of hectares under cultivation. Project used 2003 as a baseline for measuring increase in kilos harvested so the fourth year of the project showed more than the three times an increase in production in berries and two times an increase in fruit and vegetable production.
- **Producer sales of poultry and specialty agricultural products.** The target was 5% of sales increase in each project year using year 2003 as a baseline. LAMP exceeded targets in all project years as shown in

¹ Production and sales results data for the products is not available until late July and/or late September for the following year, so information for project year 5 has not been included.

the chart above. Only snail sub-sector showed significant decrease in sales due to the absence of organized snail production and inability of market integrators to promote this industry at a greater level.

The following chart shows LAMP impact on increased capacity of market integrators to provide services.

TABLE 2.6. LAMP'S IMPACT ON CAPACITY OF MARKET INTEGRATORS

Evaluation Indicator	Unit of Measure	Baseline	Year 1		Year 2		Year 3		Year 4	
			Target	Result	Target	Result	Target	Result	Target	Result
Survey of Cooperative capacity: Revenues	% Change	2003	5%	32.9%	5%	39.1%	5%	8.2%	2%	2.4%
Members	% Change	2003	5%	21.0%	5%	32.6%	2%	-4.0%	2%	11.5%
Survey of Association capacity: Revenues	% Change	2003	2%	74.5%	2%	54.3%	2%	207.9%	2%	25.3%
Members	% Change	2003	2%	62.4%	2%	60.9%	2%	4.6%	2%	2.7%
MI: Dairy Processors, Domestic Purchases	% Change	2003	5%	38.6%	5%	34.3%	5%	10.1%	2%	12.7%
Berry Packers, Tons Sold	% Change	2003	5%	158.3%	5%	47.1%	5%	102.7%	2%	4.0%
Berry Packers, Tons Exported	% Change	2003	5%	255.4%	5%	45.1%	5%	11.5%	2%	3.4%
MI: Revenues increased by 10%	% Change	2003	5%	26.4%	5%	49.2%	5%	18.1%	-	15.0%

Project component 2 evaluation indicators measured increased capacity of market integrators. LAMP exceeded targets in all project years. Cooperatives and associations increased both their revenues and membership. Dairy processors increase their domestic purchases almost three times compared to the first project year. Berry packers tripled their sales and export.

2.5 CONTRACT DELIVERABLES

Under the ARD task order contract with USAID, very specific deliverables were required. In general the deliverables were organized around the five components of the project: (1) market analysis; (2) development of market linkages; (3) development of market integrators; (4) access to credit; (5) policy and regulatory development.

Market Analysis

- To select the products and markets to be initially targeted, a paper describing the process to be followed, criteria to be used for selection of products and markets, and the rationale for the proposed process/criteria;
- Written analyses of existing and potential Bosnian agricultural products that will be targeted;
- Written analyses of demand for agricultural products among historical and potential collaborators in the market chain (may be combined with B.2);
- Inventory report on product quality, packaging and other requirements in target market;
- Three training courses (with "leave behind" course materials) on such topic areas as food quality and safety standards, market information systems, association development, or other topics; and
- Deliver each training course (above) in 2 or more geographic locations.

Development of Market Linkages

- Contacts established with a minimum of 15 processors or value-adding enterprises;
- A working relationship established with 5 processors or value-adding enterprises;
- Cost-reimbursable, grant mechanism, eligibility criteria and selection process finalized;
- Four contracts or agreements signed among producers, producer organizations and end-users (processors or retail outlets) completed;
- Report on constraints to development of linkages;
- Two small grants to value-adding enterprises made for marketing or market access purposes;
- Five producers or cooperative managers selected for study tours and arrangements made for tours;
- First major event (workshop, seminar, trade show) that brings together the agricultural processors and producers to promote networking, new product opportunities, and customer-service orientation within this cluster; and
- Three producers or cooperative managers completed study tours.

Development of Market Integrators

- Report identifying 10 MIs for initial assistance complete with rationale for planned focus;
- Plans developed and agreements signed with five MIs that outlines the assistance to be provided;
- Four farmer associations/cooperatives identified for assistance with agreements signed that detail the assistance to be provided;
- Mechanism for producer organization grants, eligibility criteria and selection process finalized;
- Three additional associations/cooperatives identified for assistance with agreements signed that detail the assistance to be provided;
- Three training courses designed and provided;
- Four small grants to agricultural associations/cooperatives made; and
- Additional three associations/cooperatives for assistance identified.

Access to Credit

- Procedures developed for grants to micro-finance organizations finalized;
- Three capital grants to micro-finance organizations made;
- At least five enterprises applied for financing under DCA program with participating banks; and
- A minimum of three additional capital grants made.

Policy and Regulatory Development

- Priorities for policy and regulatory development established;
- Initial policy paper completed;
- Leadership role established in International Advisory Group;
- Linkages established with Bosnian policy research entities; and

- Additional policy papers completed.

Under the ARD contract extension with USAID awarded in June 2006, more specific deliverables were required within the same project components. These extension specific deliverables included:

Development of market linkages through strengthening market participants

- A minimum of 8 matching grants issued to conduct market research or to develop market strategies to selected counterparts;
- A minimum of 50 market linkage agreements signed resulting in increased domestic or export sale of agricultural products;
- A minimum of 10% increase of sale of value added products including both domestic and export markets;
- A minimum of a 20% increase in revenues for cooperatives;
- A minimum of 10% increase in membership fees- including other revenue for assisted associations;
- Increase in 20% of trainings delivered by the Agricultural Extension Services, Agricultural Institutes and Faculties for product quality improvement; and
- At least two Agricultural Institutions are able to certify agricultural products in accordance with EU or international standards.

Access to Credit

- Minimum of 25 assisted cooperatives, associations and agri-businesses receive commercial financing.

Policy and Regulatory Development

- New EU markets opened for at least three agri products as a result of product certification and standardization in line with EU requirements;
- At least three policies or regulatory legislation are enacted by the government(s) pursued by associations; and
- A detailed trade capacity assessment for BiH

LAMP has met or exceeded all contract deliverables, as illustrated in Appendix I.

4.0 LESSONS LEARNED REVIEW

4.1 INTRODUCTION

Between September 2003 and May 2008, ARD implemented USAID's Linking Agricultural Markets to Producers Project (LAMP) in Bosnia-Herzegovina (BiH). LAMP's goal was to increase the rate of economic growth in Bosnia-Herzegovina through expanded, environmentally sustainable production and sales of value-added agricultural products. By strengthening linkages among producers, processors and their markets, the project enables producers and agribusiness enterprises to locate and meet domestic and export market demand. Final LAMP results include greater incomes for firms and individuals along the agricultural production-marketing chain, creation of employment opportunities, and higher revenues.

Over the four-and-a-half-year life of the project, LAMP focused on improving the competitiveness of domestically produced and processed products, thereby reducing the market share of imported foods. LAMP activities focused on: (1) forming increased market linkages, developing a market chain and strengthening the market integrators (2) facilitating access to finance and (3) assisting with agricultural policy and regulatory reform.

LAMP did not strive to be "all things to all people" in the agricultural sector. Instead, the project focused most efforts on subsectors of the agricultural economy that were determined to have much promise for improvement. LAMP conducted an extensive analytical process to identify those agricultural sub-sectors that offer the greatest opportunity for competitive growth, which were distinguished by the following characteristics:

1. Competitive advantage through product uniqueness, superior quality, or low cost;
2. Relatively low cost investment;
3. Maximum impact on residential rural areas; and
4. High value with high growth opportunities.

Based on the above analysis, LAMP identified three sub-sectors on which to focus resources: (1) dairy; (2) fresh and processed fruit and vegetables; (3) medicinal and aromatic herbs, honey and mushrooms and, to limited extent, wine and fish sub-sectors.

The purpose of the LAMP Lessons Learned Review is to determine which technical and administrative aspects of the project worked and those that did not work, in order to provide recommendations for future agricultural projects in the region. The report begins with a summary of the methodological approach of the Lessons Learned Review, then follows with the evolution, challenges, and highlights of the LAMP project. At the heart of the report is a summary of themes and lessons learned. The report concludes with examples of best practices and summary recommendations for future agricultural projects.

4.2 METHODOLOGY

This review was conducted in March and April of 2008, the last two months of the four-and-a-half-year LAMP project. With the support of ARD Inc.'s home office senior technical advisor/manager, LAMP COP Meriha Manojlovic: (1) identified key elements of the project history through interviews and documents review; (2) established a framework with USAID and LAMP's senior staff; (3) used interviews to gather the

perspectives and experiences of current LAMP staff and beneficiaries; (4) analyzed information and selected lessons learned; and (5) provided recommendations for similar future projects.

4.3 CONTEXT

Bosnia-Herzegovina (BiH) is a country of more than 4 million people, which is made up of three constituent jurisdictions: two entities (the Federation of Bosnia-Herzegovina and the Republika Srpska) and the District of Brcko.

As a result of the war, BiH suffered an estimated \$50-70 billion in damage, including \$15-20 billion in productive capacity. BiH also lost trade and supply channel ties to the other countries of the Yugoslav Federation and, by 1994, GDP had shrunk to about 20 percent of its 1991 level. Since the conflict ended in 1995, BiH has undergone reconstruction and recovery, initially at a rapid rate but, in recent years, more slowly. Real GDP growth is 7.2 percent (2007 est.)². According to the Central Bank of Bosnia-Herzegovina, the country's official GDP reached around EUR 9.2 billion in 2006, approximately 85% of its pre-war level. The services sector accounts for a large part of the economy, 64.9% of GDP, while industry accounts for 24.7% and agriculture for 10.4% of GDP. Bosnia-Herzegovina is a very open economy, where the ratio of exports and imports of goods and services to GDP in 2005 equaled 87%. However, the high ratio is driven mainly by imports. The EU is the main trading partner, accounting for 69.4% of Bosnia-Herzegovina's exports and 60.20% of its imports.

Donors estimate that 50-60% of the population lives in rural areas, where there are approximately 820,000 small private farms. More than 90 percent of the land is privately owned and made up of private farms 2-5 hectares in size, often divided into several plots. More than half the farms span less than two hectares.

The rugged topography makes much of the land suitable only for livestock production, and farms typically engage in a mixed livestock and cropping system with most production consumed on the farm. The area under actual cultivation is about 60% of what it was pre-war. Livestock numbers also remain below pre-war levels, but are increasing.

Input supply and marketing services for the agricultural sector before the war were largely provided via agricultural cooperatives (nearly 200 in number) scattered throughout the country. These cooperatives, along with a small number of state farms, also provided extension-type services. A few have continued operations, but most cooperatives are now no longer active, or are minimally active.

The available data is incomplete, but there appears to have been growth in agricultural output over the past four years, particularly in the dairy sector where milk processing has increased and milk supplies are larger. Production of fruit and vegetables also seems to be trending upward.

Supermarket chains have penetrated the BiH market and are well established in urban areas. Rapid expansion similar to that seen in other East European markets (e.g., Poland, Czech Republic) is expected in Bosnia. To retain, let alone expand, the market share spent on domestic production, local producers will have to channel their products into supermarket supply chains.

Urban consumers are increasingly sophisticated and measure local products against international competition. Bosnian products are available in the supermarkets (an estimated 20% according to a major supermarket in Sarajevo), along with large volumes of imported items. Improved packaging is an obvious requirement for Bosnian products. BiH producers could also benefit greatly from the application of grades and standards for these domestic markets.

² EU Commission-Enlargement-Bosnia and Herzegovina-Economic Profile.

Marketing is a problem for many producers, which LAMP worked to overcome with limited time and resources. However, recent increases in domestic production of milk, as well as fresh and processed fruits and vegetables, reduced imports to some degree while agricultural exports (both fresh and processed products) are also growing (data from 2003 and 2006 clearly demonstrate these trends). Nevertheless, the deficit remains large and includes products that can be, and are being, produced in Bosnia.

4.4 LAMP ACCOMPLISHMENTS

Linking Agricultural Markets to Producers (LAMP) is a \$22.6 million, 3-year, plus 18-month extension project. In March 2006, the project was extended until May 2008. ARD Inc. implemented the project with subcontractors as appropriate. The program's official start date was September 2, 2003. Some of the LAMP's major accomplishments during its four-and-a-half-years include:

- Completed market research reports for 20 agricultural sub-sectors;
- Facilitated 287 new market linkages with signed contracts for traders, processors, and producers which resulted in sales of over \$ 10.7 million;
- Hosted 140 network meetings with 4,817 participants;
- Facilitated 1,379 trainings with 36,091 participants;
- Arranged 69 agricultural study tours and 53 trips to trade fairs for 2,926 people;
- Provided credit application assistance to agribusinesses that resulted in 77 loans to agribusinesses totaling \$ 22,430,360;
- Assisted the Development Credit Authority (DCA) loan program—35 of those 77 loans are with DCA banks;
- Established a small grants program with 135 investment grants approved totaling \$ 2,752,000 and encouraged grantees to invest additional \$ 3,990,000 in their businesses. Small grants program created 296 direct new employment and sustained 10,467 positions;
- Provided \$8 million in grants to four micro credit organizations resulting in 5,455 loans, creating 1,247 new jobs and sustaining 9,982;
- Assistance provided for adoption of the standards in the fruits and vegetables (F&V) sector as a precondition for sales to supermarket chains and EU markets. EurepGap/GlobalGap standards were promoted and two LAMP clients received the training and certificates enabling them to export to the EU.
- Increased competitiveness of the dairy sector which improved its domestic milk quality products; increased employment, as well as revenues and profits, for dairy farms and milk processors;
- Emphasized competitiveness on both the firm level and the sector level by focusing on the improved productivity, greater sales and higher profitability;
- Strengthened associations and cooperative unions' management and marketing capacities, as well as their advocating skills, in quest to change policy and regulatory framework;
- Improvements of the sectors' competitiveness catalyzed investments in the dairy sector, as well as exports in other sectors;
- The individual training, programs through associations and cooperatives, as well as train-the-trainers programs, contributed to increased skill level of the agricultural workforce.

4.5 FINDINGS

This section highlights themes and lessons learned concerning:

ADMINISTRATIVE ASPECTS OF LAMP – LESSONS LEARNED

- Overarching, future sustainability of project's efforts should be key criteria from day one!
- Establish and apply quantifiable goals and management processes that address expectations and behaviors.
- Learn the legal system and its application as soon as possible.
- The project's key to success is derived through the transfer of knowledge and information to local counterparts and local training experts.
- Develop a strong focus on leveraging and building the local counterpart capacity for business services, and strengthen their abilities in lobbying efforts and advocacy.

1. Developing market linkages through strengthening market participant
2. Access to Credit
3. Policy and Regulatory Development

Each finding begins with an introduction of the theme, followed by lessons learned. The lessons learned are based on the project's experience, summarized opinions of those interviewed, and project documents.

4.5.1 Developing market linkages by strengthening market participants

LAMP has focused on developing new contractual relationships. With LAMP's assistance, clients form new linkages that strengthen their ability to be profitable, productive, and better service providers. LAMP has employed a mix of events to achieve project objectives: (1) detailed market research; (2) key client selection and networking meetings; (3) trade fairs; (4) small grants; (5) trainings, short-term technical assistance (STTA) and learning tours.

4.5.1.1. The beginning of the project must be determined by detailed, location-tailored research

The challenges that face the BiH agricultural sector are immense. If not used judiciously, LAMP's resources could be quickly diluted, creating less-than-optimal results. LAMP has focused most of its efforts on sub-sectors of the agricultural economy that were determined to have much promise. Additionally, LAMP has collaborated with other donor projects and local institutions in an effort to optimize resources. Initial cluster studies conducted during the project's first year revealed the agricultural sub-sectors with the greatest opportunity for competitive growth. LAMP's main focus has been on developing new contractual relationships among all elements of the value chain (growers, services providers, processors).

4.5.1.2. Key clients have to be defined and selected and their needs versus demands must to be recognized

At the beginning of the project, LAMP worked with large number of market players, sometimes resulting in improper use of LAMP resources. The key to success is to identify and work with key market players at the beginning of the project. This guarantees proper use of resources and creates results.

Each selected client/counterpart should be assessed. Based on assessment results, assistance can be specifically tailored to meet the client's needs.

4.5.1.3 Trade Fairs

Addressing a specific project objective, LAMP completed a major set of activities in support of clients' efforts to improve use of B2B fairs to achieve their business objectives. While organizing visits to trade fairs, LAMP learned that the best way to proceed is by determining how significant attendance will be for each client. It is sometimes more efficient to visit a fair that has a great significance for the region than, for example, visit a world-recognized fair in the US that provides little opportunity for Bosnian farmers to become recognizable to the world-wide market.

Prior to organization of each B2B fair, a training should be conducted to teach clients how to properly display their products and how to prepare materials that will present their business. It is imperative to do the follow up after each visit to a fair to find out whether it generated any significant results for the client, and to properly record those results.

It is also important to pre-determine the amount of the client's cost share, even if it is a small amount. This cost share should be gradually increased with each subsequent visit. This process is not necessarily important because it saves the project's money, but it is important because it helps the clients become accustomed to paying for participation at fairs. This will teach them to see such participation as an investment in future business, rather than a cost.

4.5.1.4. Small Grants

During four and a half years of the project, LAMP awarded 135 small grants totaling \$2,752,000 to qualifying cooperatives, associations and companies. This segment of the project was a success because one piece of equipment or marketing campaign provided through a small grant can produce great results. However, some technicalities should be structured differently. These are:

- Cooperatives and private companies were treated and analyzed requirement-wise in the same way as nonprofit associations, which was not a fair way to compare. There should be a different set of criteria for assessing associations during the grant evaluation and approval process.
- Each field office should have one grant coordinator.
- Incomplete small grant applications should be rejected.
- The percentage of the grantee investment participation should be clearly defined in Grant Manual. Also, the approach to evaluating and including the grantee's participation in the total investment should be more conservative and critical.
- The time from the date of application until disbursement was too long and should be shortened as much as possible.
- A clearly defined grant disbursement policy should be incorporated in the Grant Manual from the very beginning in order to avoid potential misuse of funds. Grant Contracts should specifically outline consequences of misuse of grant funds and should include an article that clearly states that the program can repossess equipment or require return of funds in case of any irregularities. LAMP did not have any mechanism to demand the return of funds or equipment;
- Startup businesses with strong business or strategic plans should be included in the grants component.
- The project should focus on not distorting the market with grants (both smaller and those facilitating access to finance).

4.5.1.5 Trainings, Short-Term Technical Assistance and Learning Tools

After selection of key counterparts and clients, trainings should be structured based on their needs and not based on their demands. It is important to analyze each client/counterpart prior to the definition and structuring of training in order to facilitate more successful transfer of information and knowledge. LAMP provided all or most of its trainings free of charge which, in retrospect, may not have been a good idea. It would be better to charge private companies, cooperatives and associations a participation fee in order to make them more serious about the opportunity to participate.

As for study tours, participation fees should be set as a percentage of the tour's budget, and not as a fixed rate, as was the case in LAMP. A percentage would be more fair and realistic. There should also be more emphasis on regional study tours and study tours to transition countries or new EU accession countries.

Generally speaking, besides strengthening market participants through aforementioned project components, it is important to begin marketing activities at the very beginning of the project. Local marketing agencies should immediately begin working as counterparts and subcontractors to achieve the goal of better market positioning for clients.

4.5.2 Access to Credit

Until the project end, assistance provided by LAMP credit specialists resulted in 77 loans to agribusinesses, of which 35 were with DCA banks, and 41 were approved by non-DCA banks. The total approved amount was approximately \$23 million.

Overall, lending to 'pure' agricultural borrowers has increased. With the three DCA selected banks, overall increase in average lending is 1%. However, individually, Volksbank had a 38% increase in agricultural lending; Zagrebacka Bank had an 18% increase; and UPI Bank had 15% decrease in agricultural lending. This

information led to renewal of DCA funds for Volksbank and Zagrebacka banks, while UPI is no longer a partner DCA bank.

LAMP worked with three DCA banks and, after two years, this number dropped to two. The level of agricultural lending would have been higher if more banks had been involved. Project specialists should be more focused on providing financial analysis financial training, instead of helping prepare a business plan. Financial trainings should have started earlier in the project.

4.5.3 Policy and Regulatory Development

While the slowness of government may make it tempting to remove the policy component from projects like LAMP, it should not be neglected. Policy changes and institutional reform are necessary for long-term sustainable economic growth. While many regulations took years to be adopted, they may have taken even longer without LAMP's involvement. LAMP's involvement in policy work has ensured that other activities are more successful. For example, work on the milk quality decree has helped ensure that training on milk quality issues is more successful. Work in cooperative sector policy has placed the cooperative sector in a much stronger position, which benefits all cooperatives and their members.

4.5.3.1. Policy

A framework for policy work needs to be developed as soon as project starts. The framework should include a broad goal of addressing trade barriers and improving the business environment. But, it must allow sufficient flexibility to respond to changing circumstances and new priorities. Lessons learned are:

- Keep policy areas flexible;
- Engagement of experts from old and new EU members is important and will be even more important in the future. Therefore, engagement of such experts should be simplified;
- Cooperative sector strengthening was important for LAMP and should have been addressed as such at the beginning of the project;
- Building local associations' advocacy and lobbying capacity is important. LAMP has had substantial success with this approach, particularly in the cooperative sector where substantial policy improvements were made in the last 18 months as a result of sustained work with Cooperative Unions; and
- It is important to stay aware of what EU projects are doing in the policy field and involve the private sector/associations in these activities when possible.

4.5.3.2 Cooperatives and associations

LAMP has built a strong relationship in the cooperative sector and with sectoral associations at regional and state levels. Individual TA was particularly important to build this relationship and achieve major results. While LAMP has been successful at strengthening cooperatives and cooperative unions, there are some additional activities that needed to be undertaken earlier:

- Support the implementation of action plans (RS and FBiH Coop Unions);
- Support the implementation of Law on Cooperatives (especially in the area of cooperative auditing);
- Support the formation of business cooperative unions;
- Institutional strengthening of Cooperative Unions; and
- Organizational and economic strengthening of cooperatives.

LAMP has also helped strengthen regional and state-level associations, which must be a priority. Increasing regional cooperation among producers and processors should also be a higher priority.

4.5.3.3 Production technologies

The future of BiH agriculture depends on substantially increased yields and greater competitiveness. Otherwise, BiH agriculture will fail to compete with imports and will certainly not be able to compete in other markets.

LAMP's efforts contributed to introduction of improved agricultural technologies and good agricultural practices, including improvements in dairy barn design, animal feed, hygiene, better pruning of fruit orchards, and better pest management. These efforts must continue at the same or a greater level. The focus must remain on building capacities of local advisory services (institutes, extension services, and others as applicable) and more emphasis should be put into training leading farmers. It is important to coordinate trainings with local institutions and other international organizations to remove overlaps.

A particular area which needs substantial improvement is storage facilities for fresh fruits and vegetables (FF&V). It is necessary to provide more training in post-harvest handling (storage, packaging) and give significant support for building multiple cooling chambers. More emphasis should have been put on this priority.

4.5.3.4 Quality control and standards

LAMP has made major improvements in quality control and introduction of standards and has started building a system for product certification for domestic and export markets. This has included building capacity at both an SME/cooperative and institutional level. What LAMP did was just a scratch on the surface, and the project should have started these activities sooner. The issue of standards, quality systems and quality control is broad and includes topics such as GLOBALGAP, UN/ECE, organic standards, HACCP system, traceability and capacity building of laboratories, inspectorates and other institutions involved in food safety and phytosanitary control.

GLOBALGAP (Global Good Agricultural Practice)

There needs to be continued TA to small- and medium-sized enterprises (SMEs) and cooperatives in GLOBALGAP, especially for existing EUREPGAP-certified producers. New GLOBALGAP standards are stricter and more complex than EUREPGAP, and producers will lose certification if they don't comply with the new, stricter standards. TA should also be provided to other cooperatives and SMEs aspiring to obtain GLOBALGAP certification. This requires significant TA and training on specific issues, particularly those pertaining to irrigation, fertilization, pest management and post-harvest handling as well as general GLOBALGAP topics. One-on-one TA is ideal in reference to other GLOBALGAP standards where non-compliance may be an issue prior to anticipated certification.

UN/ECE (United Nations Economic Commission for Europe)

LAMP has conducted one training on UN/ECE standards to FF&V producers, which focused on tomatoes and peppers. Significant additional training, both for producers and inspectorate staff, is necessary for other FF&V and fresh herbs. BiH producers currently fail to produce high quality produce, which is demanded by the EU and other buyers. LAMP should have focused earlier on:

- Preparation of quality standard brochures for various crops (focusing on export crops)
- Building capacity of inspectorates to undertake quality control (necessary facilities, equipment, and other items.)

HACCP (Hazard Analysis and Critical Control Point)

Implementation of HACCP among food processors is a very high priority. Additional activities are necessary:

- Continue HACCP training. Most now have a general understanding of HACCP, so future focus should be on more intensive training (2-3 days each) in specific HACCP aspects including risk assessment, determination of critical control points, and others.
- Provide TA to companies prior to certification to help them overcome specific issues.
- Assist companies with HACCP certification costs.

Laboratories

LAMP has not worked significantly in this area (apart from a few transfers of laboratory equipment) but strengthening laboratories needs to be a higher priority. Quality control and food safety cannot be ensured without adequately equipped and accredited laboratories. A Trade Assessment report made specific recommendations in this area. At minimum, laboratories should receive assistance in obtaining ISO 17025 accreditation for specific analytical methods. Laboratory staff needs training in implementation of the ISO 17025 standard as well technical training in analytical methods.

Inspectorates

LAMP has worked to build capacity of sanitary, agricultural and phytosanitary inspectors both in terms of EU legal requirements and technical aspects. Much more needs to be done in this area as inspection is a critical segment in ensuring a strong food safety control system.

4.6 BEST PRACTICES

4.6.1 Narrowing the Project Focus

At the beginning of the project, members of the LAMP team made detailed plans, organized activities and established tracking mechanisms according to the project components. As the project progressed, LAMP's work began to be organized within the sub-sectors (dairy, MAP, etc). Although the project continues monitoring its activities and results according to the contract components (described in section 4 of this report), from an operational perspective LAMP was organized by agricultural sub-sectors. Credit and policy remain overarching issues for all sub-sectors, but even work in those areas is often tailored to strengthen and support the specific sub-sectors.

The project originally identified 20 potential sub-sectors for interventions, for which Demand & Inventory Reports were written. Over time, however, further field investigations and analysis began to cast doubt on the wisdom, necessity or potential economic impact that might result from activities in some of these sub-sectors. In addition, some sub-sectors are region-specific. Fish farming is concentrated in Herzegovina with some also occurring in western RS. Grape growing and wine production are found almost exclusively in Herzegovina, while swine production is primarily limited to the area around Banja Luka. Consequently, since the end of the project's third quarter (May 2004), the sub-sectors dominating LAMP have been narrowed to three: 1) Dairy, 2) Fruits, Vegetables & Berries, including fresh and processed products; and 3) MAP (Medicinal and Aromatic Plants) and Specialty Products, including honey, mushrooms and snails.

4.6.2 Replicate Successful Activities from Different Regions

Replication of activities that brought positive results in different geographic areas provided LAMP the opportunity to easily transfer lessons learned and maintain focus while scaling up. LAMP worked on a number of successful activities with 240 primary clients from all over the country, including cooperatives, associations, training institutions and processors. The expansion in scale allowed LAMP the flexibility to respond to requests for technical assistance. The LAMP project has developed an excellent reputation among BiH agricultural stakeholders.

4.6.3 Networking Meetings—Tool for Establishing Market Linkages

These meetings provided an opportunity for cooperatives and large farmers to meet with food processors, banks, micro credit organizations, equipment suppliers, extension services and agricultural institutes. Often the food processor begins the meeting by addressing its purchasing needs, thus enabling the farmer to understand available opportunity if he/she (the farmer) were to meet the buyer's requirements. While LAMP had a priority of forming new contractual relationships within the market chain, structural impediments had a far-reaching negative impact that constrained competitiveness of the entire chain. Therefore, LAMP worked not only to improve each element of the value chain, but also to collectively address shared issues constraining the entire chain by uniting elements through roundtables, network meetings and cluster meetings.

4.6.4 Agricultural Coordination Meetings to Avoid Overlaps of Activities with Other Donors

Efficient use of LAMP resources was critical. LAMP avoided duplication with other agricultural assistance projects and exploited potential synergies with other projects. LAMP often participated in or conducted coordination meetings with other project staff and local government bodies. For example, in the Northeast BiH donors (Mercy Corps, UNHCR, UNDP, etc) the third Tuesday of each month to exchange information.

4.6.5 Cluster/Competitiveness Meetings to Address Shared Concerns that Impact Agricultural Value Chain

Interested parties (usually regionally) were often invited to cluster/competitiveness meetings to collectively address shared issues constraining an entire value chain. For example, at dairy competitiveness meetings, the Tuzla office joined the Ag Institute, dairy processors, cooperatives, and extension services from the Northeastern BiH area (both RS and Federation) addressed shared concerns that impede the cluster's growth of the dairy sector.

LAMP developed cluster initiatives and activities within each of the targeted agricultural sectors. However, these efforts are more advanced in some sectors than in others. For example, dairy has advanced toward realizing shared interests, while other sectors still lag. In some cases, a regional effort is more appropriate than a countrywide initiative, although LAMP combined these separate regional efforts as momentum built.

4.6.6 Using Different Training Techniques

Winter classes for farmers

LAMP designed class materials for 90-minute classroom sessions to be taught by LAMP staff during the winter. The topics focused on basic financial management, improved marketing, increased productivity, technical trainings, and other topics. These courses were taught in collaboration with local training partners.

Training modules for cooperatives

LAMP developed basic training modules for cooperative strengthening. The topics included cooperative management, developing membership, financial sustainability, and other topics.

Train-the-trainers

Agricultural Institutes, associations, and extension services must have strong presentation skills so they can become more effective trainers. LAMP provided workshops to address this need. In addition, as LAMP's short-term technical consultants conducted their work activities, LAMP involved personnel from these local institutions as means of improving their training skills.

Mobile training and on-the-farm training,

Rather than confine LAMP's training activities to the classroom, many technical consultants conducted field trainings at a farm location that would be convenient for nearby farmers. Additionally, LAMP organized mobile trainings (utilizing buses) that bring farmers to specific locations to observe improved farming practices. LAMP targets farmers who are early adopters of new farming techniques, and uses those farms as models for other farmers who may be more averse to taking risks. While traveling on the bus, participants receive handouts that summarize key training points. By using these training techniques and providing access to short-term technical advisors hired by LAMP, milk producers who track their dairy herd productivity now report a 20+% increase in milk production due to LAMP intervention.

Training tours

These training tours enabled Bosnians with little or no English skills to travel to the U.S. or European countries to be exposed to current, modern agricultural technologies. LAMP selected attendees based upon their ability to adopt and implement new ideas. In particular, LAMP emphasized selection of individuals from agricultural institutes, extension services and other organizations that can serve as trainers to farmers.

Winter Schools for Commercial Farmers

LAMP developed specialized trainings with selected trainings institutions and cooperatives to create "Winter Schools for Dairy Farmers.". Partner-cooperatives selected commercial farmers to attend the schools. Northeastern BiH extension services (from the Federation, RS and Brcko District) were leading institutions in implementing this idea. At the end of the course, attendees received certificates of completion.

4.6.7 Collaboration Among Training Organizations

Until LAMP encouraged collaboration, extension service offices and agricultural institutes often acted independently. To improve collaboration in Northeast BiH, LAMP organized a winter farmer training program that was jointly prepared and delivered by Tuzla Ag Institute, Tuzla Vet Institute, Bijeljina Ag Institute, Bijeljina Extension Service, Bijeljina Vet Institute, Brcko Extension Service and Orasje Ag Institute/Extension Service. Similarly, training organizations in Una Sana Canton collaborated with LAMP.

4.6.8 Access to Finance—Ensuring LAMP Funds are Used for Value-added Activities

LAMP agreed to provide \$8 million in capital grant funds to four micro credit institutions (\$2 million each). These funds were released to MCOs in tranches of \$400,000. Before the release of each tranche, LAMP verified that the MCO was fulfilling its grant obligations. By August 31, 2004, a total of \$4.8 million had been released to the MCOs.

The grants funds could only be lent to borrowers who farm in sectors LAMP determined to be competitive, and who provide evidence of a contract with a food processor, cooperative or retailer. A list of valid food processors, cooperatives and retailers was provided monthly by LAMP to the MCOs, thus ensuring LAMP funds were used for more value-added agricultural activities.

4.6.9 Project Evaluation Indicators—Measuring LAMP's Impact

While the number of project activities demonstrated the intensity of LAMP activities, their impact was far more important. Monitoring indicators measure a number of LAMP processes, while the evaluative indicators measure LAMP results in the agricultural sector. LAMP established evaluation indicators at the beginning of the project and, since then, they were modified several times. To obtain more relevant information, LAMP surveyed a broad group of food processors at year end to obtain information about the number of inputs imported vs. domestically sourced, and the amount of goods exported. Food processors in the three main sectors that LAMP supports were surveyed: fruit and vegetables, MAP, Dairy.

LAMP used indicators that survey the cooperatives and associations to measure their membership base, revenues, new sales outlets, jobs created, and other factors. It is a challenge to develop evaluative indicators in BiH because of a lack of reliable data. Despite this lack of accurate data, we believe trends can still be captured. Additionally, by capturing a combination of indicators through the surveys (imports, exports, kilos harvested, new membership in cooperatives, and other indicators), we believe a program can achieve an accurate impression of the impact of our activities and of the agricultural sector overall.

4.6.10 Berry Fruit Production: Introduction of New Cultivars

Following a number of berry study tours to Serbia, the idea of organizing berry demonstration plots took root. Currently, the BiH raspberry and blackberry industry is based on cultivars introduced many years ago. It is necessary to diversify and improve these cultivars, replace them with more disease-resistant varieties, produce firmer fruits, and have higher yields. LAMP worked with eight berry producers from across BiH and provided them with eight varieties of raspberry and blackberry seedlings, as well as varieties of red and black currants. They were also provided technical assistance from LAMP consultants and the Sarajevo Agricultural Institute.

4.6.11 Working through or with local counterparts to a greater extent

LAMP identified several local sub-contractors who helped in implementation of some project deliverables. These sub-contractors will continue providing services to LAMP clients after LAMP activities are completed. By using local subcontractors, LAMP continued providing trainings on product quality development in addition to training on finances, marketing and institutional development.

4.6.12 Strengthening Market Participants through Marketing Support and Assistance

Marketing school for LAMP clients

From November 2006 to May 2007, the Sarajevo Graduate School of Business (SGSB) was subcontracted to deliver marketing training to selected LAMP clients. The training was co-designed by LAMP and SGSB, and was titled Marketing Strategy Implementation Program. The training was divided into four separate modules, along with the practical work among the modules. Managers of 15 selected cooperatives from all over the country worked to design marketing strategies, and started with implementation.

Because of this activity, most of clients managed to complete their detailed marketing plans. Some have already been successfully implemented. With an average attendance rate of 75%, 15 of the 16 enrolled cooperatives completed the program.

Improving Marketing through Marketing Agency Services

In BiH agriculture, many organizations do not have a logo, slogan, or brand name, and products are often not suited to consumer needs. Packaging is often inappropriate, label designs change frequently, promotional activities are poor, communications with buyers and consumers are weak, and so on. The result of poor utilization of marketing is a low level of competitiveness of domestic agricultural and food industry, and poor export-import trade balance.

LAMP initiated contact among marketing agencies and LAMP cooperatives, associations, and SMEs in order to facilitate and improve their competitiveness in the market economy. Through small grants and subcontracts, LAMP facilitated services from the agencies, which included creation of graphical solutions such as logo, slogan, brand development, brochures, posters, point-of-sale materials, packaging and label design, Web site creation, and others. The goal is to encourage clients to use the services of specialized marketing agencies in order to improve their businesses.

4.7 CONCLUSION: SUMMARY RECOMMENDATIONS

The following recommendations for future agriculture projects in BiH are based on findings in this lessons learned review. These recommendations can also be applied to other countries in the region that wish to implement agricultural development programs.

Recommendation 1: Work at the beginning of the project should be determined by detailed location-tailored research and inventory reports essential for project implementation. No project should strive to be all things to all people in the agricultural sector. If not used judiciously, project resources can be quickly diluted, resulting in less-than optimal results. Projects should focus most efforts on sub-sectors of the agricultural economy that demonstrate high promise.

Recommendation 2: Establish quantifiable goals and management processes that address expectations and behaviors, then use them.

Recommendation 3: Select and define key clients and market integrators. Recognize their needs versus demands (e.g., grant requests, study tours and trade fair visits, and others).

Recommendation 4: Learn the legal system as soon as possible. This will allow the project's legal team to discern which legal obstacles it can influence and which obstacles cannot be changed in a short period of time.

Recommendation 5: Professional staff should be hired after rigorous interview. What projects do is important, but who will do it is equally important. A project's success is contingent on selection of the right individuals as employees.

Recommendation 6: Flexibility is critical to the project success. Selected sub-sectors that receive targeted assistance will likely vary at each project branch location, thus enabling the project to maximize its impact. Projects should let the local markets influence where and how resources are deployed.

Recommendation 7: Conduct periodic reassessment of project activities to ensure they have the desired impact. Make adjustments as needed.

Recommendation 8: Be creative. Although the contract's SoW identifies many very specific deliverables, there is also room to add creative tasks that can positively impact the agricultural sector.

Recommendation 9: Responsiveness. The agricultural sector is subject to many influences, some seasonal and others man-made. A successful project must continually be sensitive to these influences, such as sudden influx of illegal imports or the upcoming elimination of tariffs under FTA. Projects should identify these influences, their potential impacts, and possible mechanisms to mitigate these influences.

Recommendation 10: Receptiveness to Collaboration. It is critical to collaborate with other entities that also support the agricultural sector. Projects should collaborate to form synergies that can positively impact the agricultural sector and to avoid potential overlapping of activities.

Recommendation 11: Transfer of knowledge. The project's key to success is in the transfer of knowledge and know-how to local counterparts and local training experts. This should begin on the very first day of project implementation.

5.0 SUCCESS STORIES

APPENDICES

APPENDIX C. TRADE FAIRS, TOURS AND TRAININGS

TABLE C-1. TRADE FAIRS

FAIR SUBJECT	DESTINATION	DATES	SUPPORT	
			WL	LAMP
YEAR ONE				
Organic fair, Biofach 2004	Nuremberg, Germany	Feb-04		X
FMI Show, Chicago	Chicago, USA	May-04	X	
Promo fair in Tuzla	Tuzla, BiH	May-04		X
Novi Sad Agricultural Fair	Novi Sad (Serbia)	May-04		X
Tea Festival	Sarajevo, BiH	Jun-04		X
Gradacacki Sajam/The Plum Fair	Gradacac, BiH	Aug-04		X
YEAR TWO				
Agro Fair in BL - awards from LAMP to farmers	Banja Luka, BiH	Sep-04		X
SANA fair	Bologna, Italy	Sep-04	X	
Cazin Agricultural Fair	Cazin, BiH	Sep-04		X
Zagreb Fair	Zagreb, Croatia	Sep-04		X
2nd Apiculture (honey) Fair	Sarajevo, BiH	Sep-04		X
Dairy Event 2004 *	Birmingham, England	Sep-04		X
Novi Sad ECO fair, 30Sep/01Oct	Novi Sad, Serbia	Sep-04		X
EuroTier 2004 Hannover Fair	Hannover, Germany	Nov-04		X
Health Ingredients fair	Amsterdam, Holland	Nov-04		X
Zenica Ag Fair	Zenica, BiH	Dec-04		X
Fruit Logistica 2005	Berlin, Germany	Feb-05		X
PRIME Marketing Fair	Zagreb, Croatia	Feb-05		X
Organic fair, BioFach 2005	Nuremberg, Germany	Feb-05		X
Mediterranean fair of Healthy Food and MAP	Dubrovnik, Croatia	Apr-05		X
FMI Chicago 2005	Chicago, USA	May-05	X	
FAIR Novi Sad II	Novi Sad, Serbia	May-05		X
Implementation of IP on whole BiH	Gradacac, BiH	May-05		X
3rd Tea Festival	Sarajevo, BH	Jun-05		X

FAIR SUBJECT	DESTINATION	DATES	SUPPORT	
			WL	LAMP
Eko-Bis 2005, the Third International Fair	Bihac, BiH	Aug-05		X
YEAR THREE				
Gradacac Plum Fair	Gradacac, BiH	Sep-05		X
EkoBis Fair	Bihac, BiH	Sep-05		X
3rd Bee festival	Sarajevo, BiH	Sep-05		X
Apimondia 2005	Dublin, Ireland	Sep-05		X
ZEPS Fair	Zenica, BiH	Oct-05		X
SIPPO Wine tasting-selling mission	Zurich, Switzerland	Oct-05		
Natural Organic Expo 2005, Dubai	Dubai, United Arab Emirates	Dec-05		X
Fruit Logistica Fair in Berlin, February 01-04, 2006	Berlin, Germany	Feb-06		X
PRIME International Marketing Fair, Zagreb 2006	Zagreb, Croatia	Feb-06		X
9. proljetni medjunarodni bjelovarski sajam	Bjelovar, Croatia	Mar-06		X
Novi Sad Agricultural fair 2006	Novi Sad, Serbia	May-06		X
Days of Cherries in Mostar	Mostar, BiH	May-06		X
Second Fair Of Food Products and Handcrafts in Nevesinje	Nevesinje, BiH	Aug-06		X
International Ag Food Fair, Gornja Radgona Slovenia	Gornja Radgona, Slovenia	Aug-06		X
YEAR FOUR				
ZZ Radobolja visited Eko Bis Fair in Bihac 06	Bihac, BiH	Sep-06		X
Bjelovar Fair 2006	Bjelovar, Croatia	Sep-06		X
Beekeeping fair in Belgrade, Serbia 5/5 10.2006	Belgrade, Serbia	Oct-06		X
Days of Honey Prijedor 2006	Prijedor, BiH	Oct-06		X
EuroTier 2006 - Hanover, Germany	Hanover, Germany	Nov-06		X
BioFach 2007	Nuremberg, Germany	Feb-07		X
International Mostar Fair, 10th	Mostar, BiH	Mar-07		X
Cattle Fair in Croatia - Slavonski Brod	Slavonski Brod, Croatia	Jun-07		X
The first Cattle Fair in Derventa	Velika Socanica/Derventa, BiH	Aug-07		X
YEAR FIVE				
Days of Honey and Beekeeping	Banja Luka	Oct-07		X
Days of Agriculture	Zvornik	Oct-07		X
First Days of Honey	Gorazde	Oct-07		X
Apple Days	Gorazde	Oct-07		X
MedFest (Honey Festival)	Trebinje	Nov-07		X

* Funded by British Embassy, LAMP recommended attendees and provided a translator/guide

* WL = World Learning

TABLE C-2. TRAINING MATERIALS DEVELOPED

Number	Sector/Topics	Foreign Expert	Local Expert	LAMP staff
MAP AND HONEY				
1	MAP Collection Practices	x	x	x
2	Essential Oils (use, benefits, distribution and marketing)	x		
3	Beekeeping - modern technology and marketing		x	
4	Bee Diseases		x	
5	Legislation in Honey Production and Sale		x	
6	Production of Chamomile		x	
7	MAP Cultivation		x	
8	MAP GACP			x
9	MAP for Bee Pasture		x	
10	Agro Technical Production of Sweet Basil			x
11	Agro Technical Production of Spinach			x
12	Agro Technical Production of Parsley			x
13	Agro Technical Production of Celery			x
14	Marketing in bee keeping			x
15	MAP collecting-guidelines for collectors			x
16	Production of honey specialties	x		
17	The most important bee's diseases		x	
18	Modern beekeeping technology		x	
19	Getting more from your hives	x		
20	Honey formulas	x		
21	HACCP standards in honey sub-sector			x
22	Cultivation of MAPs: experiences from Israel	x		
DAIRY and CATTLE IN GENERAL				
23	Corn Silage	x		x
24	Forage and grazing	x		x
25	Grass silage			x
26	Preparation of Haylage			x
27	Preparation of Hay			x
28	Technology of Alfalfa Production			x
29	Pasture Management			x
30	Dairy Cow Feeding			x
31	Feed Formulation	x		
32	Milk Quality and Hygiene	x		x
33	Mastitis - prevention and control	x		x
34	DHIP (Dairy Herd Improvement Program)	x		x
35	Dairy New Product Development	x	x	
36	Dairy Marketing	x	x	
37	Milk Collection Stations			x
38	Cattle Identification		x	
39	Cattle Reproduction		x	

Number	Sector/Topics	Foreign Expert	Local Expert	LAMP staff
40	Cleaner Production – General		x	
41	Cleaner Production – Implementation in the Dairy Processing Sector			x
42	Cleaner Production for the Dairy Processing Sector – environmental technologies		x	
43	Good Agriculture Practice in Dairy Farming			x
44	Hygienic of Milk Production (booklet)			x
45	Hygienic Quality of Milk Production in B&H and Regulations for Milk Quality in EU			x
46	Hoof Trimming		x	
47	DHIP in Germany		x	
48	Reproduction of Dairy Cattle		x	
49	Housing			x
50	Dairy Herd Improvement Program (improvement of existing material)			x
51	Standards for Housing		x	
52	Milk Collection Stations			x
53	Rotational Grazing			x
54	HACCP in Dairy Processing			x
55	DHIP brochure			x
56	New Milk Quality Decree in RS			x
57	Proper taking of Milk samples		x	
58	Traditional production and package of Vlasic cheese		x	
59	How to Make a Good Corn and Hay Silage			x
60	Proper Feeding for More Milk			x
61	Profitability of Milk production			x
62	Dairy Herd Record Software Manual			x
63	Hygienic of Milk Production (booklet)			x
64	Housing			x
65	Preparation of corn silage			x
66	Preparation of grass silage			x
67	Feeding cow			x
CROP PRODUCTION AND AGRICULTURE IN GENERAL				
68	Crop Rotation			x
69	Production of Rape Seed			x
70	Soya Bean Production			x
71	Production of Triticale			x
72	Agro technical Measures in Corn Production			x
73	Selection of Corn Hybrids		x	
74	Control of Soil Fertility (incl. calcification, improving soil quality)		x	x
75	Selection of Herbicides		x	

Number	Sector/Topics	Foreign Expert	Local Expert	LAMP staff
76	Using Pesticides		x	
77	Crop Fertilization		x	
78	Western Corn Rootworm		x	
79	Mechanization in Agriculture			x
80	Subsidies in Agriculture in 2005		x	
81	Record Keeping in Plant Production			x
82	Calcification – Improving Soil Quality (booklet)		x	
83	Soil Fertilization Control			x
84	Record Keeping in Plant Production			x
85	Calcification – Improving Soil Quality (booklet)		x	
86	Soil Fertilization Control			x
87	Regular application of pesticide			x
88	Applied hydraulics	x		
89	Control head of irrigation systems	x		
90	Fertigation	x		
91	Irrigation machines, pumps and pumping stations	x		
92	Maintenance of irrigation systems	x		
93	Soil, water and plant relationships	x		
94	Sprinkler irrigation	x		
95	Pesticides: chemical groups and modes of action	x		
96	Pest monitoring, scouting and economics	x		
97	Pesticide toxicology	x		
98	International and legal framework of plant quarantine	x		
99	Pest risk analysis	x		
100	Registration of plant protection products	x		
101	Monitoring pesticide residues on the local market	x		
102	Setting Maximum Residue Limits (MRLs)	x		
103	Export and import of plant products	x		
104	Chemical analysis and food safety	x		
105	Training and supporting inspectors	x		
FRUITS & VEGETABLES				
106	Greenhouse production - incl. costs and financial reports	x		x
107	Irrigation systems - incl. costs, investments			x
108	Cooling Systems for FF&V	x		
109	Fruit Trimming - winter and summer		x	
110	Fruit Production - apples and plums		x	
111	Raspberry Production		x	x
112	Strawberry Production		x	
113	Vegetable Production (peppers, cucumbers, cabbage, tomatoes,		x	

Number	Sector/Topics	Foreign Expert	Local Expert	LAMP staff
	potatoes)			
114	Selection of Seedling Material		x	
115	Integrated Pest Management and EUREPGAP		x	
116	EUREPGAP – Comprehensive Introduction			x
117	EUREPGAP – experiences from Israel	x		
118	Integrated Pest Management in Fruits and Vegetables	x		
119	Control of Fire Blight in Apples and Pears – exper. from Israel	x		
120	Integrated Pest Management in Greenhouses - exp. from Israel	x		
121	Integrated Pest Management in Apples, Pears and Berries		x	
122	Integrated Pest Management in Cucumbers, Peppers and Tomatoes	x		
123	Pathogens of Cucumbers		x	
124	Protected and Controlled Cultivation of Vegetable Production - exper. from Israel	x		
125	Growing Peppers	x		
126	Growing Tomatoes	x		
127	Role of MCO Credits in Supporting Integrated Pest Management		x	
128	Vegetable Production in BH			x
129	Competitiveness of Vegetable Production in BH			x
130	Agro Technical Production of Pickled Cucumber		x	
131	Current Problems in Production of Raspberries and EPPO Standards	x		
132	Blueberry Production	x		
133	Berries – Production and Post Harvest Handling	x		
134	Protection of Raspberry	x		
135	Production of Raspberry	x		
136	Production of Blackberry and Blackcurrant	x		
137	Pest Management in Potatoes Production		x	
138	EurepGAP –introduction for farmers			x
139	Proper establishing of new orchards		x	
140	Vegetable growing in greenhouses		x	
141	Trimming in modern orchards		x	
142	Fruit diseases and IPM		x	
143	Peach growing technology		x	
144	Fire blight in grapevine		x	
145	EurepGap manual			x
146	Quality standards for fresh F&V	x		
147	UNECE Standard for tomatoes	x		

Number	Sector/Topics	Foreign Expert	Local Expert	LAMP staff
148	UNECE Standard for sweet peppers	x		
149	Nursery management (set of presentations)	x		
MARKETING				
150	Marketing and Market Research	x	x	
151	How to Prepare Marketing Plan			x
152	How to Participate at Trade Fairs			x
153	Branding, Merchandizing and Promotion of Agricultural Products	x		
154	Modern Packaging (and Labeling) of Agricultural Products	x	x	x
155	Sale Skills		x	
156	Power of Sale I		x	
157	Elements of Negotiation			x
158	Marketing of Honey			x
159	Labeling, Exhibiting and Promotion			x
160	Samples			x
161	Trade Fair Exhibition			x
162	Marketing Strategy Implementation		x	
163	Promotion		x	
164	Marketing of Vlasic Cheese			x
165	Marketing in Agriculture – Packaging			x
166	Successful Promotion		x	
167	Integrated Pest Management – Biocontrol – in strawberry: experience from Israel	x		
168	Managing Mediterranean fruit fly: exp. from Israel	x		
169	Marketing of fresh F&V: Israeli experience	x		
FINANCE				
170	Financial Leasing		x	
171	Financial Statements and Ratio Analysis			x
172	Small Farm Accounting			x
173	VAT in Agriculture			x
174	Business Plan and Cost Benefit Analysis for Honey Producers			x
175	Introduction to Financial Analysis			x
176	Analyzing Financial Statements- Income Statement			x
177	Analyzing Financial Statements – Balance Sheet and Ratios			x
178	Analyzing Financial Statements – Cash Flow			x
INSTITUTIONS				
179	Cooperatives - organization, role, management	x		x
180	Associations - organization, role, management			x

Number	Sector/Topics	Foreign Expert	Local Expert	LAMP staff
181	Phytosanitary legislation		x	
182	Management of Business Associations			x
183	What are Cooperatives?	x		
184	Role of Cooperative in Agriculture Development			x
185	When and How to establish Cooperative?			x
186	Cooperative Law			x
187	Integrated Cooperative System			x
188	Management Bodies in Cooperatives			x
189	Association Formation and Management	x		
190	Association Guide for Members and Managers	x		
191	Development Perspectives of Cooperative Sector of RS			x
192	Associations in BH – Lessons Learned			x
OTHER				
193	HACCP - Fish Production		x	
194	TOT - Preparation of Material, Organization of Training and Presentation Skills			x
195	Environmental Procedures in Micro-Credit Organizations – why they are needed			x
196	Environmental Procedures in Micro-Credit Organizations – how to implement them			x
197	Media – Why and How		x	
TOTAL		62	59	92

TABLE C-3. CAPACITY-BUILDING TRAINING OF COOPERATIVES TRAINING FOR COOPERATIVES

		MARKETING				FINANCE			INSTITUTIONAL DEV			
No.	COOPERATIVES	Planning	Promotion/Trade Fairs	Sales	Negotiation skills	Small Farm Accounting	Fin Mgmt / Reports	Mgmt of Rcvbles	ToT	Org / Board / Members	EU Funds	Total
Primary												
1	Agrojapra OZZ, Donji Agici			X	X			X	X			4
2	Agrokoraj ZZ, Koraj		X	X		X	X	X			X	6
3	Agropodrinje ZZ, Gorazde		X	X		X			X		X	5
4	Apimed PZ, Sanski Most	X	X	X		X	X					5
5	Behar OZ, Breza		X	X		X	X		X	X		6
6	Bijelo Polje ZZ, Mostar	X	X	X		X	X	X	X		X	8
7	Bioprodukt PZ, Mostar	X			X	X	X	X	X		X	7
8	Dubrave PZ, Capljina	X	X	X	X	X	X	X				7
9	Eko OZ, Trnovo		X	X		X	X	X	X	X	X	8
10	Eko Vlasic ZZ, Travnik	X		X		X	X		X		X	6
11	Ekoplod ZZ,Banovici			X	X		X			X		4
12	Gracanka ZZ, Gracanica	X	X	X	X	X	X	X	X	X	X	10
13	Knezica ZZ, Knezica	X		X	X	X	X	X		X	X	8
14	Kupreska Mljekara ZZ, Kupres	X	X			X				X	X	5
15	LAN ZZ, Derventa			X	X	X	X		X	X		6
16	Ledenicka Dolina ZZ, Gradacac						X					1

		MARKETING				FINANCE			INSTITUTIONAL DEV			
No.	COOPERATIVES	Planning	Promotion/Trade Fairs	Sales	Negotiation skills	Small Farm Accounting	Fin Mgmt / Reports	Mgmt of Rcvbles	ToT	Org / Board / Members	EU Funds	Total
17	MA Sprecanka ZZ, Kalesija					X	X		X	X		4
18	Mala Dolina ZZ, Zivinice											0
19	Malinar PZ, Zavidovici				X	X			X	X		4
20	Nevesinje OZZ, Nevesinje	X	X	X	X	X		X	X	X	X	9
21	Novi Pocetak OZZ, Teslic	X		X	X		X	X	X	X		7
22	Obudovac ZZ, Obudovac											0
23	PMG VIP ZZ, Gradacac		X	X		X	X			X		5
24	Poljar ZZ, Zeljezno Polje					X	X					2
25	Poljoind ZZ, Serebrenik			X	X			X		X		4
26	Poljopromet ZZ, D. Vakuf		X			X			X			3
27	Popovka ZZ, Trebinje		X	X		X	X	X	X	X	X	8
28	Pro-Milk ZZ, Prozor - Rama		X	X	X	X		X			X	6
29	Prunus OZZ, Zvornik					X	X	X	X	X		5
30	Prva Brazda ZZ, Celic											0
31	Radilica PZ, Ljubuski	X			X				X	X	X	5
32	Radobolja ZZ, Mostar	X	X		X	X	X	X	X	X	X	9
33	Ravno PZ, Ravno	X			X	X			X			4
34	Saradnja OZZ, Lukavica	X	X	X	X	X	X	X	X	X	X	10

		MARKETING				FINANCE			INSTITUTIONAL DEV			
No.	COOPERATIVES	Planning	Promotion/Trade Fairs	Sales	Negotiation skills	Small Farm Accounting	Fin Mgmt / Reports	Mgmt of Rcvbles	ToT	Org / Board / Members	EU Funds	Total
35	Sitnesi ZZ, Sitnesi	X	X	X	X	X	X	X	X	X	X	10
36	Sunce PZ, Capljina		X	X		X		X		X	X	6
37	Tarcin ZZ, Hadzici	X	X	X	X	X	X	X	X	X	X	10
38	Tresnja-produkt PZ, Mostar	X		X		X		X	X	X		6
39	Trnovo OZZ, Trnovo			X	X	X	X		X	X	X	7
40	Uspjeh, ZZ Srebrenica							X		X		2
41	Vocar ZZ, Zvornik	X	X	X	X			X	X	X	X	8
42	Voce i povrce Krajine ZZ, Laktasi	X	X	X	X	X	X	X	X	X		9
43	Vrtoce ZZ, Vrtoce	X	X	X	X	X	X	X	X	X	X	10
44	Zalfija PZ, Trebinje	X	X	X		X		X	X			6
45	Zenica PZ, Zenica		X	X		X	X	X	X	X	X	8
46	Znanje Imanje ZZ, Zivinice								X	X		2
	Total primary	21	24	30	22	34	27	26	30	29	22	265
Secondary												
47	Agrofarm OPZ, Zepce	X	X									2
48	Agriplod PZ, Citluk		X	X					X	X		4
49	BioFood ZZ, Prijedor			X						X		2
50	BIOS ZZ, Visoko		X									1
51	DS & Farmer OPZ, Buzim				X	X						2

		MARKETING				FINANCE			INSTITUTIONAL DEV			
No.	COOPERATIVES	Planning	Promotion/Trade Fairs	Sales	Negotiation skills	Small Farm Accounting	Fin Mgmt / Reports	Mgmt of Rcvbles	ToT	Org / Board / Members	EU Funds	Total
52	Dugopoljka ZZ, Srbac				X							1
53	D & S Suljkanovic OPZ, Bosanska Otoka				X							1
54	Eko Stocar PZ, Livno		X			X	X					3
55	Gradiska ZZ, Gradiska			X								1
56	Insieme OZZ, Bratunac	X										1
57	Krajina mlijeko SMZ, Cazin			X	X			X				3
58	Maglajka ZZ, Maglaj							X				1
59	Malinjak ZZ, Lukavac			X								1
60	Matica ZZ, Banja Luka			X	X			X				3
61	Petrovo Polje ZZ, Trebinje		X	X		X						3
62	Ratar ZZ, V. Kladusa		X			X						2
63	Samp ZZ, Zenica		X	X								2
64	Terraprim ZZ, Kakanj		X									1
65	Turjak SVZ, Turjak			X	X			X				3
66	Zeleni plan 2007 ZZ, Gradacac					X		X				2
	Total secondary	2	8	9	6	5	1	5	1	2	0	39
	Total all cooperatives	23	32	39	28	39	28	31	31	31	22	304

TABLE C-4. CAPACITY BUILDING TRAINING OF COOPERATIVES TRAINING FOR ASSOCIATIONS

No.	INSTITUTION	Advocacy (intro)	Advocacy (advanced)	Promotion /Trade Fairs	Sales	Financial	Negotiation Skills	Marketing Planning	ToT	Org / Board / Members	TOTAL
Primary											
1	Agrorazvoj, Udruzenje poljoprivrednika Kalesija						X				1
2	Bagrem, udruzenje pcelara Jablanica				X						1
3	Drustvo za zastitu bilja BiH	X	X	X	X		X			X	6
4	Grupacija za ljekovito i aromaticno bilje	X	X	X						X	4
5	Grupacija za mlijeko sjeveroistocne Bosne	X	X								2
6	Ideal, Udruzenje proizvođača voca i povrća, Visoko			X	X						2
7	Komora FBiH - Udruzenje za poljoprivredu	X									1
8	NUPP Nezavisno udruzenje polj. proizv. Bugojno	X	X		X					X	4
9	Orhideja, udruzenje gradjana Stolac				X						1
10	Pcela, Udruga pcelara Capljina				X						1
11	Plodovi povratka, Udruzenje poljoprivrednika Gradacac			X			X				2
12	Poljoprivrednik, Udruzenje poljoprivrednika, V. Kladusa					X					1
13	Razvojni poljoprivredni konzorcij	X					X				2
14	Savez pcelara Kanton Tuzla	X	X	X						X	4
15	Udruga pcelara Ljubuski & Savez pcelara Kadulja	X	X	X	X					X	5
16	Udruzenje Organsko u BiH			X							1

No.	INSTITUTION	Advocacy (intro)	Advocacy (advanced)	Promotion /Trade Fairs	Sales	Financial	Negotiation Skills	Marketing Planning	ToT	Org / Board / Members	TOTAL
17	Udruzenje pcelara Facelija, Gorazde					X		X		X	3
18	Udruzenje pcelara Brcko	X									1
19	Udruzenje pcelara Prva pcela, Prijedor	X		X							2
20	Udruzenje pcelara Visegrad			X							1
21	Udruzenje poljoprivrednih proizvođača, Prnjavor	X			X		X			X	4
22	Udruzenje poljoprivrednika FBiH	X	X			X				X	4
23	Udruzenje poljoprivrednika RS	X	X		X		X			X	5
24	Udruzenje poljoprivrednika, polj. tehničara i inženjera, Gracanica	X								X	2
25	Udruzenje proizvođača i preradivaca ljekovitog bilja Kozara bilje, Gradiska					X	X				2
25	Udruzenje proizvođača i preradj. voca i povrca BiH	X	X	X	X		X		X	X	7
26	Udruzenje proizvođača mlijeka RS, Banja Luka						X				1
27	Udruzenje proizvođača mlijeka, Bihac	X									1
28	Udruga proizvođača povrca u FBiH	X	X							X	3
29	Udruzenje zakupaca poljoprivrednog zemljišta	X									1
30	Udruzenje žena poljoprivrednica usorsko-tesanjskog kraja		X		X						2
31	Unija preradivaca mlijeka BiH	X								X	2
32	UPPIP, Udruzenje poljopr. proizvođača integralne proizvodnje Gradacac	X	X				X		X	X	5

No.	INSTITUTION	Advocacy (intro)	Advocacy (advanced)	Promotion /Trade Fairs	Sales	Financial	Negotiation Skills	Marketing Planning	ToT	Org / Board / Members	TOTAL
33	Vocar Gradacac, Udruzenje vocara integralne proizvodnje						X				1
34	Zadruzni savez BiH	X	X							X	3
35	Zadruzni savez FBiH	X	X			X		X	X	X	6
36	Zadruzni savez RS	X	X			X		X		X	5
	Total primary	23	15	10	11	6	11	3	3	17	99

Secondary

37	Drustvo pcelara, Banjaluka			X	X		X				3
38	Farmer, Udruzenje Poljoprivrednika, Brka				X						1
39	Neum, Udruga pcelara Neum				X						1
40	Obnova, udruzenje poljoprivrednika Krtova, Lukavac				X						1
41	Pcela, Udruzenje pcelara Brcko	X								X	2
42	Savez lokalnih udruzenja poljoprivrednika Sanski Most									X	1
43	Suncana Dolina, Udruzenje vocara i povrtlara, Mostar					X		X			2
44	Udruga pcelara ZHZ						X			X	2
45	Udruzenje Poljoprivrednika SBK, Travnik			X							1
46	Udruzenje poljoprivrednika Jezerski, Bosanska Krupa				X		X				2
47	Zlatni Bregovi, Udruga vocara, povrcara i stocara, Capljina			X				X			2

No.	INSTITUTION	Advocacy (intro)	Advocacy (advanced)	Promotion /Trade Fairs	Sales	Financial	Negotiation Skills	Marketing Planning	ToT	Org / Board / Members	TOTAL
	Total secondary	1	0	3	5	1	3	2	0	3	18
	Total all associations	24	15	13	16	7	14	5	3	20	117

TABLE C-5. LEARNING TOURS

TOUR SUBJECT	DESTINATION	DATES	SUPPORT	
			WL	LAMP
YEAR ONE				
Cochran Food Executive Program	Chicago, USA	Apr-04	X	
Livestock study tour (with LoL project in Vlasic)	Germany	Jul-04		X
1 st Conference of Balkan F&V Associations	Macedonia	Jul-04		
Cooperative Development	Czech republic	Jul-04	X	
Use of Ag By-Products in Dairy Feed	Holland	Aug-04	X	
YEAR TWO				
Bus Tour With Farmers, Gradacac	Gradacac, Samac, BiH	Sep-04		X
Bus Tour With Farmers, Bijeljina	Bijeljina, Kalesija	Sep-04		X
Medicinal & Aromatic Plants Tour Program	Bologna, Italy	Sep-04	X	
Agriculture Extension Service Study Tour	Croatia	Oct-04		X
Model Farmer Visits - Milk Production	Gradacac, BiH	Oct-04		X
Post Harvest Study Tour Fresh F&V	France	Oct-04	X	
Tour For Poljar Coop to Learn From Eko Vlasic	Travnik, BiH	Oct-04		X
Fish Feeding and Processing Study Tour	Brettany, Paris, France	Nov-04	X	
Raspberry Study Tour	Arilje-Cacak, Serbia	Nov-04		X
2 nd Conference of Balkan F&V Associations	Vrnjacka Banja/Kraljevo, Serbia	Dec-04		X
Maximizing Forage Productivity through Appropriate Soil Fertility	Holland	Apr-05		
Learning Tour to Italy and Visit to MacFruit Fair	Sondrio-Tirano, Cesena, Italy	May-05		X
Commercial Dairy Processing and Marketing	Angers, France	May-05	X	
Agricultural Schools Northeast BiH Study Tours	Gradacac,. Samac, Domaljevac, BiH	Jun-05		X
Wine Study Tour to Tuscany	Tuscany, Italy	Jun-05		X
Land Management in Market Economies	Berlin, Magdeburg	Jun-05	X	
Study Tour for Dairy Coops	Slovenia	Jul-05		X
Fresh F&V PH Study Tour to California	California, USA	Jul-05	X	

TOUR SUBJECT	DESTINATION	DATES	SUPPORT	
			WL	LAMP
YEAR THREE				
Dairy Tour to Zenica By PR Coop	Zenica, BiH	Sep-05		X
Dhip - Germany, Verden - Bremen	Verden - Bremen, Germany	Oct-05	X	
Dairy Housing, Breeds and Feed	Northern Bosnia	Dec-05		X
Dairy Tour to Sabac, I	Sabac, Serbia	Jan-06		X
F&V Agriculture Cluster Mission	Izmir, Tukey	Mar-06	X	
Dairy Tour to Sabac	Sabac, Serbia	Mar-06		
Beekeepers Tour to Celje	Zagreb, Croatia; Celje, Ljubljana, SLO	Mar-06		X
Seed Potato Study Tour to Slovenia	Kranj, Slovenia	Mar-06		X
Learning Tour to Serbia	Sabac, Serbia	Mar-06		X
In-Country Study Tour Greenhouses Tuzla Clients to Mostar	Capljina, Ljubuski, Mostar, BiH	Apr-06		X
Dairy Housing, Breed and Farm Management Tour	Livno, Aleksandrovac, B.Gradiska, BiH	Apr-06		X
Adequate Feeding Program for Profit	Samac, BiH	Apr-06		X
Tree Fruit And Berry Study Tour To Croatia	Vrgorac, Croatia	May-06		X
MAP Tour to the Institute Josif Pancic from Belgrade	Belgrade, Serbia	May-06		X
Greenhouses Tour USK/BL to Mostar Region	Mostar, BiH	May-06		X
DHIP Training for Kalinovik Dairymen	Livno, BiH	Jun-06		X
MAP Cultivation- Turkey & Bulgaria	Turkey, Bulgaria	Jun-06	X	
Dairy Tour to Sabac li	Sabac, Serbia	Jun-06		X
Berry Tour to Serbia 2006	Ivanjica Arilje, Serbia	Jun-06		X
Dairy Tour to Sabac III	Sabac, Serbia	Jun-06		X
Dairy Tour to Sabac IV	Sabac, Serbia	Jul-06		X
Marketing and Promotional Study Tour to Belgrade	Belgrade, Serbia	Jul-06		X
Blueberry Cultivation Study Tour To Serbia	Valjevo, Serbia	Jul-06		X
Hay Baler	Samac, BiH	Aug-06		X
DHIP In-country study tour Livno and Bihac	Livno and Bihac, BiH	Aug-06		X

TOUR SUBJECT	DESTINATION	DATES	SUPPORT	
			WL	LAMP
YEAR FOUR				
Visit of Association Orhideja to PMG VIP	Gradacac, BiH	Nov-06		X
Technologies and Standards for Vegetable Growing Israel 2006	Israel	Nov-06	X	
Dairy Tour to Visoko	Visoko, BiH	Dec-06		X
Vineyard and Tree Fruit in Zemun Ag. Faculty Specimen Plot	Belgrade, Serbia	Feb-07		X
Dairy Tour to Sabac V	Sabac, Serbia	Mar-07		X
Visit of Farmers From US Canton to Farms in Gradiska and Dubica	Bos. Gradiska, Dubica, BiH	Mar-07		X
Associations and Advocacy	Poland	Apr-07	X	
Visit to MAP Ag Institute in Backi Petrovac	Backi Petrovac, Serbia	Apr-07		X
Berry Eurepgap Tour Libertas Sabac, 2007	Sabac, Srbija	May-07		X
Dairy Tour to MMB Inexcoop For Tesanj Farmers	Samac, BiH	May-07		X
Milk Production Improvement	Kringell - Germany	May-07		X
Dairy Tour to Vita-Vi Farm	Visici, Capljina, BiH	Jun-07		X
Bih Blueberry Study Tour - Heko Doo	Visoko and Bugojno, BiH	Jul-07		X
Blueberry High Bush Harvest Study Tour	Pecka, Serbia	Aug-07		X
YEAR FIVE				
Integrated Fruit Production and EUREPGAP	Macedonia	Sep-07		X
Experiences from Krizevci Laboratory	Krizevci, Croatia	Oct-07		X
Modern Technology in Fruit Production Chain	Kozarska Dubica/Prijedor	Nov-07		X
Dairy DHIP tour	Cazin	Dec-07		X
Plant Protection and Inspection Service: Plant Health Safety and Quality	Israel	Dec-07		X*
Meeting International Standards in F&V	Israel	Jan-08		X*

* With support from MASHAV, Israel

APPENDIX D. COUNTERPART/ TRAINING INSTITUTIONS

TABLE D-1. LOCAL COUNTERPART TRAINING INSTITUTIONS

No.	Local Counterpart Institutions *
1	AC Sjemenarna doo, Siroki Brijeg
2	Agencija za privredni razvoj Mrkonjic Grad
3	Agencija za PSS, Bijeljina
4	Agencija za PSS, Dobo
5	Agrocentar doo, Tuzla
6	Agronomski Fakultet Mostar
7	ARDA
8	Bianka doo, Zvornik
9	Biljana dd, Maoca
10	Culic doo, Prijedor
11	Drustvo za zastitu bilja Bosne i Hercegovine
12	Farmland doo, Nova Topola
13	Gaj doo, Mostar
14	Krajina mlijeko, SMZ, Cazin
15	Matica ZZ, Banjaluka
16	Meggle doo, Bihac
17	Ministry of Agriculture Una -Sana cant.
18	Ministry of Agriculture, Central Bosnia canton
19	Municipality Kalinovik
20	Nevesinje UPP, Nevesinje
21	Novi Pocetak OZZ,Teslic
22	NUPP, udruzenje poljoprivrednih proizvođača gornjevrbaske regije, Bugojno
23	Opstina Kalinovik
24	Prerada i promet mlijeka dd, Tuzla
25	Privredna komora RS, Banja Luka
26	Privredna komora TK, Tuzla
27	Promocult doo, Sarajevo
28	PSS HNK, Mostar
29	PSS ZDK
30	PSS ZHZ, Siroki Brijeg
31	PSS, Opcina Bosanski Petrovac
32	PSS, Opcina Cazin
33	PSS, Opcina Konjic
34	PSS, Opcina Velika Kladusa
35	PSS, Opstina Gradiska

No.	Local Counterpart Institutions *
36	PSS, Opština Kotor Varos
37	PSS, Opština Laktasi
38	PSS, SO Trebinje
39	PSS, Trebinje
40	Regionalna Savjetodavna Služba, Srebrenica
41	Request, NVO
42	Suncana Dolina, Udruženje vovara i povrtlara, Mostar
43	Tehnoloski Fakultet, Banjaluka
44	Tresnja-prodakt PZ, Mostar
45	Udruženje pcelara Facelija, Gorazde
46	Udruženje pcelara Prva pcela, Prijedor
47	Udruženje poljoprivrednika Poljoprivrednik
48	Udruženje Poljoprivrednika SBK, Travnik
49	Veterinarska stanica Topic, Cazin
50	Veterinarski fakultet, Sarajevo
51	Veterinarski Institut RS Dr Vaso Butozan, Banja Luka
52	Vitmark doo, Kotor Varos
53	Zajedno jaci; Udruženje gradjana poljoprivrednih proizvodjaca
* Defined: Conducted a minimum of one training to farmers with LAMP staff during the project period.	

TABLE D-2. NUMBER OF TRAININGS DELIVERED BY COUNTERPARTS

Client Name	Status	Year 2005	Year 2006	Year 2007	(%) 05-06	(%) 06-07	Office
Agencija za privredni razvoj Mrkonjic Grad	Secondary Client	3	10	23	233.3%	130.0%	Banja Luka
Agencija za PSS, Bijeljina	Primary Client	38	43	45	13.2%	4.7%	Tuzla
Agencija za PSS, Doboj	Primary Client	44	47	50	6.8%	6.4%	Tuzla
Bijelo Polje ZZ, Mostar	Primary Client	0	2	2	*	0.0%	Mostar
Centar za edukaciju poljoprivrednika, Kalesija	Primary Client	8	28	44	250.0%	57.1%	Tuzla
Dubrave PZ, Capljina	Primary Client	0	1	3	*	200.0%	Mostar
Nevesinje OZZ, Nevesinje	Primary Client	0	6	7	*	16.7%	Mostar
Poljoprivredni zavod Sarajevo	Primary Client	56	49	51	-12.5%	4.1%	Sarajevo
Poljoprivredni zavod TK, Tuzla	Primary Client	40	60	67	50.0%	11.7%	Tuzla
Poljoprivredni zavod Unsko-sanskog kantona, Bihac	Primary Client	24	27	55	12.5%	103.7%	Banja Luka
Popovka ZZ, Trebinje	Primary Client	0	10	11	*	10.0%	Mostar
PSS HBZ, Livno	Primary Client	0	13	8	*	-38.5%	Mostar
PSS HNK, Mostar	Primary Client	0	6	10	*	66.7%	Mostar
PSS ZHZ, Siroki Brijeg	Primary Client	0	1	1	*	0.0%	Mostar
PSS, Brcko	Primary Client	21	22	21	4.8%	-4.5%	Tuzla
PSS, Opcina Bihac	Primary Client	13	17	17	30.8%	0.0%	Banja Luka
PSS, Opcina Bosanska Krupa	Primary Client	5	8	10	60.0%	25.0%	Banja Luka
PSS, Opcina Buzim	Primary Client	4	17	21	325.0%	23.5%	Banja Luka
PSS, Opcina Cazin	Primary Client	5	15	15	200.0%	0.0%	Banja Luka
PSS, Opcina Kljuc	Primary Client	11	15	14	36.4%	-6.7%	Banja Luka
PSS, Opcina Sanski Most	Primary Client	19	31	27	63.2%	-12.9%	Banja Luka
PSS, Opstina Kotor Varos	Primary Client	4	2	7	-50.0%	250.0%	Banja Luka
PSS, Opstina Kozarska Dubica	Primary Client	12	17	25	41.7%	47.1%	Banja Luka
PSS, Opstina Laktasi	Primary Client	8	13	35	62.5%	169.2%	Banja Luka
PSS, Opstina Prijedor	Primary Client	14	23	21	64.3%	-8.7%	Banja Luka

Client Name	Status	Year 2005	Year 2006	Year 2007	(%) 05-06	(%) 06-07	Office
PSS, Opština Prnjavor	Primary Client	21	19	22	-9.5%	15.8%	Banja Luka
PSS, Posavske Županije, Orasje	Tertiary Client	11	19	17	72.7%	-10.5%	Tuzla
PSS, SO Sokolac	Primary Client	5	8	38	60.0%	375.0%	Sarajevo
PSS, Trebinje	Primary Client	1	8	7	700.0%	-12.5%	Mostar
PSS, Zenica	Primary Client	41	69	56	68.3%	-18.8%	Sarajevo
Tresnja-produkt PZ, Mostar	Primary Client	0	8	9	*	12.5%	Mostar
UPPIP, Gradacac Udruženje poljoprivrednih proizvođača integralne proizvodnje	Primary Client	31	40	46	29.0%	15.0%	Tuzla
Total		439	654	785	49.0%	20.0%	

APPENDIX F. NEW SERVICES PROVIDED BY COOPERATIVES/ ASSOCIATIONS

	Cooperative/Association	New Service(s)
1	Association agricultural technician and engineers Gracanica	Land cultivation and sowing cereals, fodder crops and corn
2	Cooperative "Vocar"	Soil cultivation for cooperants and corn harvesting
3	Association "Bilje"	Automatic weighing of raspberry on buy up point (at farm gate)
4	Association "Obnova"	Cooling and storing of fresh apples
5	Association "Behar"	Prune processing, pitting, packing
6	Cooperative "PMG ViP"	Cooling, storing and marketing of fresh F&V
7	Association UPIIP Gradacac	Marketing in retail stores, EUREPGAP consulting services
8	Association Prunus	Milk collection and buy up
9	Union of Beekeepers Tuzla Canton	Database, Training services, Organizing fair, Distribution beekeeper magazine, promoting beek. sector in the region
10	Cooperative Eko plod Banovici	Purchasing of herb transplants for cooperants
11	Cooperative Insieme	Education of farmers, supply of transplant material, freezing of berries.
12	Association "Zajedno jaci" Tuzla	Milk collection and buy up, production and preparation of corn silage for members
13	Association of Beekeepers Matica Brcko	Organizing fair – exhibition for beekeepers
14	Association "Agrorazvoj" Gojcin – Kalesija	Land cultivation and sowing fodder crops, cereals and corn
15	Cooperative "MA Sprecanka" Kalesija	Milk collection and machinery services
16	RS Association of Cooperatives	Legal services Training services Supporting fair exhibition Coop auditing services
17	Cooperative "Sitnesi"	Training services Vegetable sorting
18	Cooperative "Novi pocetak"	Business planning services
19	Cooperative "Vrtoce"	Service of animal waste incineration
20	Farmers association "Jezerski"	DHI program Roll balling Milk collection
21	Cooperative "Krajina Mlijeko" Bihac	Milk collection DHI program
22	Cooperative "DS Farmer " Buzim	Roll balling

	Cooperative/Association	New Service(s)
23	Cooperative "Voce i povrce Krajine"	FF& vegetable sorting
24	Cooperative "Turjak"	Fruits cooling and storing
25	Association IPV	EUREPGAP consulting services
26	Association of Beekeepers Banjaluka	Supporting fair exhibition Training services
27	Association of Beekeepers "Prva pcela" Prijedor	Supporting fair exhibition Training services
28	RS Association of dairy producers	Advocacy services
29	Cooperative "Zalfija"	Bee feed and wax services Honey buy-off Product promotion
30	Association of Beekeepers "Kadulja"	Training services for beekeepers
31	Cooperative "Nevesinje"	Fruit and vegetable cooling services
32	Cooperative "Tresnja Produkt"	Training services
33	Cooperative "Dubrave"	Cooling and sorting F&V
34	UPP Nevesinje, Nevesinje	Cheese packing Product promotion
35	UG "Orideja" , Stolac	Fruit buy-off Product promotion
36	Cooperative "Eko", Trnovo	Machinery services and roll balling
37	NUPP – Ag Association of Producers from the Upper Vrbas region, Bugojno	Web page developed promoting ag sector in the region
38	Association of Beekeepers "Facelija" Gorazde	Organizing fair – exhibition for beekeepers
39	Association of Beekeepers Sarajevo Canton	Supporting exhibition at fair
40	Cooperative "Saradnja" Lukavica	Promotion of products Micro credit services to members Training in production methods
41	BiH Association of fruit and vegetable producers and processors	Website with various information
42	ZZ Agropodrinje	Services for establishing fruit orchards (preparation for planting and monitoring)
43	ZZ Poljopromet	Introduction of new varieties
44	ZZ Olovo	Supply of potato seeds for industrial potato (potato chips)
45	ZZ Zenica	Opened agricultural supply stores for cooperative members
46	ZZ Tarcin	Improved marketing through new branding Improving farm hygiene
47	Ideal Association, Visoko	Improved marketing through new branding
48	PUP Fojnica	Helping to facilitate production of seed potato and industrial potato
49	BiH MAP Association	Supporting Fair exhibition

APPENDIX G. LEVEL OF AGRICULTURAL LENDING BY BANK

Date	Total portfolio (KM)	Agriculture portfolio (KM)	% of Ag portfolio	% of increase Ag portfolio
ZAGREBACKA BANKA - ZABA				
9/30/2003	624,594,000	4,435,000	0.71%	-
6/30/2004	579,757,000	6,003,000	1.04%	35%
6/30/2005	1,269,520,000	7,268,000	0.57%	21%
6/30/2006	1,415,051,000	8,740,000	0.62%	20%
6/30/2007	1,801,699,000	10,306,000	0.57%	18%
VOLKSBANK				
12/31/2003	116,066,208	330,000	0.28%	-
6/30/2004	166,624,000	756,000	0.45%	129%
6/30/2005	230,836,000	807,000	0.35%	7%
6/30/2006	310,891,000	1,008,000	0.32%	25%
6/30/2007	470,314,000	1,394,000	0.30%	38%
UPI BANK				
9/30/2003	141,744,000	9,437,000	6.66%	-
6/30/2004	168,357,000	12,930,000	7.68%	37%
6/30/2005	244,250,000	10,266,000	4.20%	-21%
6/30/2006	282,721,000	11,622,000	4.11%	13%
6/30/2007	382,828,000	9,855,000	2.57%	-15%
ZABA, UPI, VOLKSBANK				
9/30/2003	882,404,208	14,202,000	1.61%	-
6/30/2004	914,738,000	19,689,000	2.15%	39%
6/30/2005	1,744,606,000	18,341,000	1.05%	-7%
6/30/2006	2,008,663,000	21,370,000	1.06%	17%
6/30/2007	2,654,841,000	21,555,000	0.81%	1%

* These numbers are obtained from reporting requirements that banks must submit to the Bank Supervision Agency. One reason the level of agricultural lending appears so small is because many food processing companies, such as Vegafruit and KLAS, are not classified as 'agriculture'. Instead most agro-processors are classified as 'production companies' according to the Bank Supervision loan categories. Unfortunately, the category 'production companies' includes a variety of other processors, thus it is impossible for LAMP to accurately determine the amount of total lending to agricultural producers and processors from the Bank Supervision Agency statistics.

APPENDIX H. LAMP POLICY ACTIVITIES

Priorities	Developments/Accomplishments during the project
1. Phytosanitary and Plant Protection	<ul style="list-style-type: none"> ■ BiH Plant Protection Agency established ■ 4 trainings for inspectors abroad (participation at intl. seminars in SCG and HR) ■ 4 Training sessions for phyto-sanitary and agricultural inspectors (59 participants) ■ BiH Plant Protection Agency's internal rule book, drafted with the help of LAMP, was adopted by the Council of Ministers. Current staff are the Director, Deputy Director and Adviser. New staff will be appointed. ■ Five people, including a staff member of the BiH Plant Protection Agency, attended training courses in Israel on pest protection topics. ■ Three-day training on the control of imports of pesticides, seeds and seedling materials was conducted for Agency staff and phyto-sanitary and agricultural inspectors. ■ A list of active substances prohibited for trading in BiH has been drafted and is expected to be adopted in May 2008. ■ Fifteen people, including seven inspectors, participated in an 11-day 'Plant Protection: Plant health, safety and quality' study tour to Israel. Several ideas gained in Israel were implemented in BiH upon return.
2. Land Management	<ul style="list-style-type: none"> ■ World Learning training tour to eastern Germany. ■ RS Draft Law on Agricultural Land adopted by RS parliament and has been in public hearings throughout the RS. ■ 4 round tables with RS Farmers Association (57 participants) on the draft Law on Agricultural Land ■ FBiH Draft Law on Agricultural Land finished during 3 round tables, but still in FBiH Ministry of Agriculture. Public hearings were held in all 10 cantons. In FBiH, the new FBiH MoA Minister has decided to redraft the law and has formed a working group to do this task. ■ Working group in Brcko District drafted a Law on Agricultural Land which has been reviewed and adopted by the government. ■ 2 round tables with Agricultural Boards of entity parliaments with experts of the German Agency for the Management and Privatization of Agricultural Land
3. Training for border inspectors on FTA	<ul style="list-style-type: none"> ■ Three-day training on the control of imports of pesticides, seeds and seedling materials. ■ 11-day Study tour to Israel on border phytosanitary and quality control and laboratory analysis and reporting (as mentioned under point 1.)
4. Support to MoAs on legislation issues	<ul style="list-style-type: none"> ■ RS Agricultural Strategy is adopted ■ RS Law on Livestock adopted by RS parliament. ■ FBiH Law on Livestock has been drafted, harmonized with the RS law and forwarded to the government ■ RS Decree on Raw Milk Quality has been adopted in the RS. Originally intended to come into effect January 1st, 2007, the implementation period was recognized as too short and the decree was postponed until June 1, 2007. ■ Decrees on Raw Milk Quality between entities have been largely harmonized ■ FBiH Decree on Raw Milk Quality has been drafted but cannot be adopted until the FBiH Law on Livestock is passed by parliament. ■ Regulations for the wine sector will be drafted based on the BiH Law on Food

Priorities	Developments/Accomplishments during the project
	<ul style="list-style-type: none"> Both entities and District Brcko have agreed that a state Law on Agriculture, Food and Rural Development is needed. An EU project supported working groups in drafting the law
5. BiH Council for Agriculture	<ul style="list-style-type: none"> No activities, Council met only once and never developed a clear mission. The Council has been dissolved.
6. Product certification for exports	<ul style="list-style-type: none"> Agronomic Institute Mostar appointed and accepted by the EU as BiH Agency to issue quality certificates for wine Agricultural Faculty Sarajevo and company Bobita are recognized as BiH laboratories for wine State Veterinary Office submitted a Residue Monitoring Plan whose approval by the EU is a precondition to exports of honey. First EUREPGAP-certified fruit and vegetable producers in BiH. Four have been certified according to EUREPGAP in 2007. HACCP being introduced in the MAP sector. Assisted a local certification body, Organska Kontrola, obtain US NOP organic certification to facilitate exports of organic products to the US. Organska Kontrola will submit application for accreditation in September 2008. In order to get on the EU third country list for honey, all beekeepers have to be registered by the BiH State Veterinary Office. The registration has not even started.
7. Grades and standards	<ul style="list-style-type: none"> Quality standards can be developed based on the BiH Law on Food and be adopted by the Agency for Food Safety. BiH Association of the Fruit and Vegetable Producing and Processing Industry published EU marketing standards for apples BiH Plant Protection Society promotes IPM and EUREPGAP. BiH Food Safety Agency has drafted several regulations pertaining to quality (see section 9). Introduction of EUREPGAP standard (see section 6)
8. Road map for a data collection and analysis unit	<ul style="list-style-type: none"> Both entity Ministries and the Brcko District were interested in establishing Farm Registers and effort was made to harmonize the concept. Agricultural Department of District Brcko drafted a concept for a simple Farm Register and has since has been implemented in the Brcko District. The World Bank will support the introduction of the farm register in the rest of BiH.
9. Food Safety	<ul style="list-style-type: none"> BiH Law on Food Safety is adopted 5 seminars with 180 participants together with BiH Ministry of Foreign Trade and BiH Employers Association to inform private food operators about the Law on Food Facilitated a public meeting on state milk quality regulation. BiH Food Safety Agency has drafted several regulations pertaining to quality including milk quality decree, declarations, additives, fruit juices etc. These have been debated in public meetings.
10. Competitiveness Conferences	<ul style="list-style-type: none"> Regional competitiveness initiatives Competitiveness meetings for dairy, F&V and MAP together with relevant industry associations Agricultural Competitiveness Conference in December 2005 with 180 participants The BiH Fruit and Vegetable Producers and Processors Association successfully organized and hosted the 4th CEE / SEE fruit and vegetable sector conference.
11. Cooperative business environment	<ul style="list-style-type: none"> The RS and FBiH accepted LAMP-drafted guidance on the cooperative sector The RS Ministry of Agriculture adopted a Plan of activities of the RS Cooperative Union for 2008, including performing extraordinary audits, and will financially support the proposed activities.

Priorities	Developments/Accomplishments during the project
	<ul style="list-style-type: none"> ■ RS MoA accepted a proposal on the allocation of land to agriculture cooperatives, which addresses issues with the existing concessions law. ■ The draft RS Law on agricultural cooperatives is being debated in public meetings.

APPENDIX I. MONITORING AND EVALUATION RESULTS BY COMPONENT

I-1. MONITORING AND EVALUATION - PROJECT COMPONENT 1

TABLE I-1. PROJECT COMPONENT 1: INCREASED PRODUCTION AND SALES OF AGRICULTURAL PRODUCTS

Monitoring Indicators	Unit of Measure	Task Order	Year 1		Year 2		Year 3		Year 4		Year 5		Total
			Target	Result	Target	Result	Target	Result	Target	Result	Target	Result	To date
Number of product cluster studies developed	# studies	20	16	20	4	0	-	0	-	0	0	0	20
Number of strategic product plans written	# plans	18	9	5	9	8	-	6	-	8	0	0	27
Number of meeting events (network meetings, tours, trainings, fairs, round tables)	# events	10	3	127*	4	409**	3	635***	3	480****	0	149*****	1,800
Number of contracts between traders/processors/producers	# contracts	40	10	68	20	51	10	85		63	0	20	287
Number of training organizations developed	# Relations.	2	2	2	-	13	-	27	-	53	0	0	95
Number of training programs developed (see attachment 6.6)	# Programs	9	3	12	5	46	1	67	1	65	1	7	197
Number Training-of-Trainers classes	# trainings	-	-	0	-	14	-	7	-	21	0	0	42
Individual attending Training-of-Trainers classes	# Individuals	-	-	0	-	233	-	131	-	123	0	0	487
Individuals attending in marketing tours (trade fairs)	# Individuals	20	6	102	10	805	4	261	4	511	0	195	1,874
Individuals attending learning tours (study trips)	# Individuals	-	-	56	-	366	-	312	-	236	0	82	1,052

Monitoring Indicators	Unit of Measure	Task Order	Year 1		Year 2		Year 3		Year 4		Year 5		Total
			Target	Result	Target	Result	Target	Result	Target	Result	Target	Result	To date
Individuals attending Network, Cluster meetings, Roundtables	# Individuals	-	-	1,684	-	2,715	-	1,957	-	1,279	0	223	7,858
Total number of grants award to value-adding entities to strengthen linkages	# Grants	15	5	12	10	30	-	11	0	7	0	4	64

* 69 Trainings, 44 Networking Events, 3 Cluster Meetings, 6 Fairs and 5 Learning Tours

** 295 Trainings, 50 Networking Events, 9 Cluster Meetings, 15 Round Tables, 3 Conferences, 19 Fairs and 18 Learning Tours

*** 516 Trainings, 31 Networking Events, 10 Cluster Meetings, 27 Round Tables, 11 Conferences, 14 Fairs and 26 Learning Tours

**** 404 trainings, 15 Networking events, 10 Cluster Meetings, 25 Round tables, 3 Conferences, 9 Fairs and 14 Learning Tours

*****132 Trainings, 3 Cluster Meetings, 3 Round Tables, 5 Fairs, 6 Learning Tours

TABLE I-2. EVALUATION INDICATORS FOR COMPONENT 1

EVALUATION INDICATORS	Unit of Measure	Baseline	Year 1		Year 2		Year 3		Year 4	
			Target	Result	Target	Result	Target	Result	Target	Result
Number of hectares under production in key sub sectors	% Change	2003	5%		5%		5%		5%	
Berries				36.2%		125.4%		46.7%		203.6%
Fruit and Vegetables				66.1%		34.2%		23.3%		25.7%
Number of kilos harvested or collected in key sub-sectors	% Change	2003	2%		2%		2%		2%	
MAP				104.3%		21.9%		30.3%		16.3%
Berries				56.4%		44.0%		24.2%		93.9%
Fruit and Vegetables				19.1%		52.7%		21.8%		8.0%
Producer sales of poultry and specialty agricultural products	% Change	2003	5%		5%		5%		5%	
Turkey				2450.0%		880.4%		25.0%		6.8%
Snails				821.4%		8.5%		-4.3%		-16.4%
Mushrooms				7.0%		8.3%		7.7%		71.4%
Honey				60.0%		123.1%		5.2%		23.0%

Wine				25.0%		20.0%		18.1%		19.0%
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TABLE I-3. HECTARES UNDER PRODUCTION

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Berries											
Poljar ZZ, Zeljezno Polje	Primary Client										Sarajevo
Poljopromet ZZ, Donji Vakuf	Primary Client										Sarajevo
Prunus OZZ, Zvornik	Primary Client										Tuzla
Prva Brazda ZZ, Celic	Primary Client										Tuzla
Total		28	46	105	154	466	36.2%	125.4%	46.7%	203.6%	
Fruit & Vegetables											
Bijelo Polje ZZ, Mostar	Primary Client										Mostar
Bovel doo, Ljubinje	Secondary Client										Mostar
PMG VIP ZZ, Gradacac	Primary Client										Tuzla
Popovka ZZ, Trebinje	Primary Client										Mostar
Vegic Commerce doo, Ljubuski	Primary Client										Mostar
Vocar ZZ, Zvornik	Primary Client										Tuzla
Voce i povrce Krajine ZZ, Laktasi	Primary Client										Banja Luka
Total		233	689	925	1,140	1,434	66.1%	34.2%	23.3%	25.7%	

TABLE I-4. NUMBER OF KILOS HARVESTED

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Berries											
Belladonna spr, Laktasi	Primary Client										Banja Luka
Poljar ZZ, Zeljezno Polje	Primary Client										Sarajevo
Poljopromet ZZ, Donji Vakuf	Primary Client										Sarajevo

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Prunus OZZ, Zvornik	Primary Client										Tuzla
Prva Brazda ZZ, Celic	Primary Client										Tuzla
Total		254,500	793,000	1,141,800	1,418,000	2,750,000	56.4%	44.0%	24.2%	93.9%	
MAP											
Biljana dd, Maoca	Primary Client										Tuzla
Halilovic doo, Vogosca	Primary Client										Sarajevo
Sumski Plod doo, Prozor	Primary Client										Mostar
Sunce sdr, Banjaluka	Primary Client										Banja Luka
Total		298,022	608,921	742,341	966,935	1,124,300	104.3%	21.9%	30.3%	16.3%	
Fruit & Vegetables											
BioFood ZZ, Prijedor	Secondary Client										Banja Luka
Bosnaplod doo, Brcko	Primary Client										Tuzla
Dubrave PZ, Capljina	Primary Client										Mostar
Jaffa Komerc doo, Mostar	Primary Client										Mostar
PMG VIP ZZ, Gradacac	Primary Client										Tuzla
Tresnja-produkt PZ, Mostar	Primary Client										Mostar
Vegic Commerce doo, Ljubuski	Primary Client										Mostar
Vocar ZZ, Zvornik	Primary Client										Tuzla
Total		4,672,459	5,916,088	9,032,503	11,002,500	11,882,500	19.1%	52.7%	21.8%	8.0%	

TABLE I-5. PRODUCER SALES OF AGRICULTURAL PRODUCE

Sector	Region	Organization	2003	2004	2005	2006	2007
Turkey	Tuzla	Eko Purka, Udruzenje proizvođača purki, Brcko					
Snails	Sarajevo	Pracanka doo, Praca Hrenovica					
	Tuzla	Vin Puz Helix Pomatia Linneo doo, Modrica					
Mushrooms	Tuzla	Smrcak doo, Zvornik					
	Sarajevo	Boletus doo, Hadzici					
Honey	Sarajevo	BEE MED, pcelarska zadruha, Vogosca					
	Mostar	Medicom doo, Grude					
	Tuzla	Solidmed doo, Zivinice					

Sector	Region	Organization	2003	2004	2005	2006	2007
Wine	Mostar	Vukoje doo, Trebinje					

I-2. MONITORING AND EVALUATION - PROJECT COMPONENT 2

TABLE 1.6. INCREASED CAPACITY OF MARKET INTEGRATORS TO PROVIDE SERVICES

Monitoring Indicator	Unit of Measure	Task Order	Year 1		Year 2		Year 3		Year 4		Year 5		Total
			Target	Result	Target	Result	Target	Result	Target	Result	Target	Result	To Date
Number of LAMP assisted market integrators	# Integrators	50	10	32	20	38	20	20	-	0	-	0	90
Number of training courses to market integrators (processors, service providers, etc.) completed	# Courses	18	3	26	7	36	8	17		103		15	197
Participation in training courses for market integrators	# Individuals	100	20	423	40	725	40	604		1,377		183	3,312
Number of producer organization strengthened or created	# Organizations	30	10	37	10	22	10	10	-	3	-	0	72
Number of training courses to producer organizations completed	# Courses	18	3	43	7	259	8	499		300		132	1,233
Participation in training courses (including training-of-trainers classes)	# Individuals	-	-	802	-	8,307	-	13,399	-	8,043	-	3,126	33,677
Number of producer organizations that provide new or additional services	# Organizations	30	5	0	15	33	10	24		23		49	129
Number of strengthening grants to producer organizations and associations	# Grants	20-30	4	10	10	29	10	10		11		4	64
Number of established relationships between market integrators and producer organizations	# Relationships	15	3	25	7	16	8	11		3		20	75
Number of marketing grants to both producer organizations and market integrators	# Grants	8	-	-	-	-			8	9		11	20

TABLE I-7. EVALUATION INDICATORS

Evaluation Indicator	Unit of Measure	Baseline	Year 1		Year 2		Year 3		Year 4	
			Target	Result	Target	Result	Target	Result	Target	Result
Survey of Cooperative capacity: Revenues	% Change	2003	5%	32.9%	5%	39.1%	5%	8.2%	2%	2.4%
Members	% Change	2003	5%	21.0%	5%	32.6%	2%	-4.0%	2%	11.5%
Survey of Association capacity: Revenues	% Change	2003	2%	74.5%	2%	54.3%	2%	207.9%	2%	25.3%
Members	% Change	2003	2%	62.4%	2%	60.9%	2%	4.6%	2%	2.7%
Market Integrators: Dairy Processors, Domestic Purchases	% Change	2003	5%	38.6%	5%	34.3%	5%	10.1%	2%	12.7%
Berry Packers, Tons Sold	% Change	2003	5%	158.3%	5%	47.1%	5%	102.7%	2%	4.0%
Berry Packers, Tons Exported	% Change	2003	5%	255.4%	5%	45.1%	5%	11.5%	2%	3.4%
Market Integrators: Revenues increased by 10%	% Change	2003	5%	26.4%	5%	49.2%	5%	18.1%	-	15.0%

* To be considered in the category of 'LAMP assisted', the market integrator or producer organization must have signed an Assistance Agreement with LAMP. This assistance agreement includes a company diagnostic, SWOT analysis and proposals for potential LAMP assistance.

** LAMP only records new contracts (transaction linkage agreements) established between buyer and seller. When LAMP learns this buyer-seller relationship resulted in two or more contracts, we then consider it to be an 'established' relationship.

TABLE I-8. COOPERATIVE REVENUES

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Agriplod ZZ, Stolac	Secondary Client										Mostar
Agrodrina ZZ, Ustikolina	Secondary Client										Sarajevo
Agrojapra OZZ, Donji Agici	Primary Client										Banja Luka
Agropodrinje ZZ, Gorazde	Primary Client										Sarajevo
Bijelo Polje ZZ, Mostar	Primary Client										Mostar
BioFood ZZ, Prijedor	Secondary Client										Banja Luka
Dubrave PZ, Capljina	Primary Client										Mostar
Fojnica ZZ, Fojnica	Primary Client										Sarajevo
Gracanka ZZ, Gracanica	Primary Client										Tuzla
Gradacacki Farmer ZZ, Gradacac	Tertiary Client										Tuzla
Ilidza ZZ, Blazuj - Ilidza	Secondary Client										Sarajevo
Konjic Milk PZ, Konjic	Secondary Client										Sarajevo
Kupreska Mljekara ZZ, Kupres	Primary Client										Mostar
Maoca ZZ, Brcko	Secondary Client										Tuzla
Olovo ZZ, Olovo	Secondary Client										Sarajevo
PMG VIP ZZ, Gradacac	Primary Client										Tuzla
Popovka ZZ, Trebinje	Primary Client										Mostar
Prva Brazda ZZ, Celic	Primary Client										Tuzla
Radobolja ZZ, Mostar	Primary										Mostar

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
	Client										
Sitnesi ZZ, Sitnesi	Primary Client										Banja Luka
Sprecanski Farmeri ZZ, Kalesija	Tertiary Client										Tuzla
Sunce PZ, Capljina	Primary Client										Mostar
Tarcin ZZ, Hadzici	Primary Client										Sarajevo
Tresnja-produkt PZ, Mostar	Primary Client										Mostar
Vocar ZZ, Zvornik	Primary Client										Tuzla
Vrtoce OZ, Vrtoce	Primary Client										Banja Luka
Zenica PZ, Zenica	Primary Client										Sarajevo
Total values		12,327,645	16,383,006	22,796,082	24,663,232	25,250,808	32.9%	39.1%	8.2%	2.4%	

Results	Year 1	Year 2	Year 3	Year 4
Number of Coops with revenue increase	25	21	17	19
Number of Coops with revenue decrease	2	6	10	6
Number of Coops with zero increase	0	0	0	1
Number of Coops calculated	27	27	27	26
Average change (based on sum per year)	32.9%	39.1%	8.2%	2.4%

TABLE I-9. COOPERATIVE MEMBERS

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03- 04	(%) 04- 05	(%) 05- 06	(%) 06- 07	Office
Agriplod ZZ, Stolac	Secondary Client										Mostar
Agrodrina ZZ, Ustikolina	Secondary Client										Sarajevo
Agrojapra OZZ, Donji Agici	Primary Client										Banja Luka
Agropodrinje ZZ, Gorazde	Primary Client										Sarajevo
Bijelo Polje ZZ, Mostar	Primary Client										Mostar
BioFood ZZ, Prijedor	Secondary Client										Banja Luka
Dubrave PZ, Capljina	Primary Client										Mostar
Fojnica ZZ, Fojnica	Primary Client										Sarajevo
Gracanka ZZ, Gracanica	Primary Client										Tuzla
Gradacki Farmer ZZ, Gradacac	Tertiary Client										Tuzla
Ilidza ZZ, Blazuj - Ilidza	Secondary Client										Sarajevo
Konjic Milk PZ, Konjic	Secondary Client										Sarajevo
Kupreska Mljekara ZZ, Kupres	Primary Client										Mostar
Maoca ZZ, Brcko	Secondary Client										Tuzla
Olovo ZZ, Olovo	Secondary Client										Sarajevo
PMG VIP ZZ, Gradacac	Primary Client										Tuzla
Popovka ZZ, Trebinje	Primary Client										Mostar
Prva Brazda ZZ, Celic	Primary Client										Tuzla
Radobolja ZZ, Mostar	Primary Client										Mostar
Sitnesi ZZ, Sitnesi	Primary Client										Banja Luka
Sprecanski Farmeri ZZ, Kalesija	Tertiary Client										Tuzla
Sunce PZ, Capljina	Primary Client										Mostar
Tarcin ZZ, Hadzici	Primary Client										Sarajevo
Tresnja-produkt PZ, Mostar	Primary Client										Mostar
Vocar ZZ, Zvornik	Primary Client										Tuzla
Vrtoce OZ, Vrtoce	Primary Client										Banja Luka
Zenica PZ, Zenica	Primary Client										Sarajevo
Total values		5,438	6,581	8,728	8,378	9,338	21.0%	32.6%	-4.0%	11.5%	

TABLE I-10. ASSOCIATION REVENUES

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Agrorazvoj, Udruzenje poljoprivrednika Gojcin-Kalesija	Primary Client										Tuzla
Behar, Udruzenje poljoprivrednika, Lopare	Primary Client										Tuzla
Eko Purka, Udruzenje proizvođača purki, Brcko	Secondary Client										Tuzla
Kadulja, Udruga pcelara, Ljubuski	Primary Client										Mostar
Nektar, Pcelarsko Udruzenje, Tuzla	Primary Client										Tuzla
Obnova, udruzenje poljoprivrednika Krtova, Lukavac	Secondary Client										Tuzla
Pcela, Udruga pcelara, Capljina	Primary Client										Mostar
Plodovi povratka, udruzenje poljoprivrednika, Gradacac	Primary Client										Tuzla
Poljoprivrednik 04, udruzenje poljoprivrednika, Petrovo	Secondary Client										Tuzla
Trebinje, Udruzenje pcelara, Trebinje	Primary Client										Mostar
Udruga vinogradara i vinara Hercegovine, Citluk	Primary Client										Mostar
Udruzenje poljoprivrednika, poljoprivrednih tehnicara, i inzinjera, Gracanica	Primary Client										Tuzla
Udruzenje povratnika Ivanica, Ravno	Secondary Client										Mostar
Udruzenje proizvođača i preradivaca voca i povrca u BiH	Primary Client										Sarajevo
Udruzenje poljoprivrednika Jezerski, Bosanska Krupa	Secondary Client										Banja Luka
Udruzenjen zena poljoprivrednica usorsko-tesanjskog kraja, Tesanj	Secondary Client										Tuzla
Total values		19,245	33,579	51,824	159,560	199,930	74.5%	54.3%	207.9%	25.3%	

Results:	Year 1	Year 2	Year 3	Year 4
Number of Associations with revenue increase	7	16	13	9
Number of Associations with revenue decrease	1	0	1	4
Number of Associations with zero increase	8	0	2	3

Number of Associations calculated	16	16	16	16
Average change (based on sum per year)	74.5%	54.3%	207.9%	25.3%

TABLE I-11. ASSOCIATION MEMBERS

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Agrorazvoj, Udruzenje poljoprivrednika Gojcin-Kalesija	Primary Client										Tuzla
Behar, Udruzenje poljoprivrednika, Lopare	Primary Client										Tuzla
Eko Purka, Udruzenje proizvođača purki, Brcko	Secondary Client										Tuzla
Kadulja, Udruga pcelara, Ljubuski	Primary Client										Mostar
Nektar, Pcelarsko Udruzenje, Tuzla	Primary Client										Tuzla
Obnova, udruzenje poljoprivrednika Krtova, Lukavac	Secondary Client										Tuzla
Pcela, Udruga pcelara, Capljina	Primary Client										Mostar
Plodovi povratka, udruzenje poljoprivrednika, Gradacac	Primary Client										Tuzla
Poljoprivrednik 04, udruzenje poljoprivrednika, Petrovo	Secondary Client										Tuzla
Trebinje, Udruzenje pcelara, Trebinje	Primary Client										Mostar
Udruga vinogradara i vinara Hercegovine, Citluk	Primary Client										Mostar
Udruzenje poljoprivrednika, poljoprivrednih tehnica, i inzinjera, Gracanica	Primary Client										Tuzla
Udruzenje povratnika Ivanica, Ravno	Secondary Client										Mostar
Udruzenje proizvođača i preradivača voca i povrća u BiH	Primary Client										Sarajevo
Udruzenje poljoprivrednika Jezerski, Bosanska Krupa	Secondary Client										Banja Luka
Udruzenjene žena poljoprivrednica usorsko-tesanjskog kraja, Tesanj	Secondary Client										Tuzla
Total Values		665	1,080	1,738	1,818	1,867	62.4%	60.9%	4.6%	2.7%	

TABLE I-12. DOMESTIC PURCHASES: DAIRY PROCESSORS

Domestic Purchases, KM	Calendar Year Values					% change			
	2003	2004	2005	2006	2007	2003 - 2004	2004 - 2005	2005 - 2006	2006 - 2007
Dairy *									
Prerada i promet mlijeka dd, Tuzla									
Inmer doo, Gradacac									
Meggle doo, Bihac									
Mlijekoprodukt doo, Kozarska Dubica									
TOTAL Domestic Purchases *	25,805,597	35,774,157	48,032,542	52,887,008	65,392,007	38.60%	34.30%	10.10%	12.70%
* These four dairy processors represent 55% of the processed milk in BiH by actual milk processed.									

TABLE I.13. DOMESTIC PURCHASES: BERRY PACKERS

	Sales in MT					Exports in MT				
	2003	2004	2005	2006	2007	2003	2004	2005	2006	2007
Klas dd, Sarajevo										
Bosnaplod doo, Brcko										
Bos Agro Food doo, Novo Sarajevo										
Agros doo, Bratunac										
Studen Prom doo, Zvornik										
TOTAL	844	2,180	3,206	6,500	6,763	596	2,118	3,074	6,500	6,723
		158.30%	47.10%	102.70%	4.00%		255.40%	45.10%	111.50%	3.40%

TABLE I-14. REVENUES: MARKET INTEGRATORS

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Agros doo, Bratunac	Primary Client										Tuzla
Aktiv doo, Visoko	Primary Client										Sarajevo
Andjelic doo, Trebinje	Primary Client										Mostar
Andjelika doo, Kalesija	Primary Client										Tuzla
Baso doo, Velika Kladusa	Primary Client										Banja Luka
Belladonna spr, Laktasi	Primary Client										Banja Luka
Blanka doo, Zvornik	Primary Client										Tuzla
Biljana dd, Maoca	Primary Client										Tuzla
Bosnaplod doo, Brcko	Primary Client										Tuzla
Bovel doo, Ljubinje	Secondary Client										Mostar
Djeno doo, Orasje	Secondary Client										Tuzla
Dominant doo, Capljina	Secondary Client										Mostar
Elmar doo, Trebinje	Primary Client										Mostar
Faveda doo, Sarajevo	Primary Client										Sarajevo
Flores Uskoplje doo, G.Vakuf/Uskoplje	Primary Client										Sarajevo
Fructus-Pak doo, Travnik	Primary Client										Sarajevo
Frutti Funghi doo, Podvinci Visoko	Primary Client										Sarajevo
Halilovic doo, Vogosca	Primary Client										Sarajevo
Inmer doo, Gradacac	Primary Client										Tuzla
Jaffa Komerc doo, Mostar	Primary Client										Mostar
Ljekobilje doo, Trebinje	Primary Client										Mostar
Medicom doo, Grude	Primary Client										Mostar
Mijekara Susa doo, Livno	Primary Client										Mostar
Mushroom doo, Celinac	Primary Client										Banja Luka
Neven doo, Rudo	Primary Client										Sarajevo
Plantago doo, Laktasi	Primary Client										Banja Luka

Client Name	Status	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	(%) 03-04	(%) 04-05	(%) 05-06	(%) 06-07	Office
Plantaze Capljina dd, Capljina	Primary Client										Mostar
Prerada i promet mlijeka dd, Tuzla	Primary Client										Tuzla
Proven doo, Sarajevo	Secondary Client										Sarajevo
Rubus doo, Sapna	Primary Client										Tuzla
Samax doo, Banja Luka	Secondary Client										Banja Luka
Sirko doo, Gracanica	Secondary Client										Tuzla
Sunce szr, Banjaluka	Primary Client										Banja Luka
Tehnopres doo, PJ Kap po kap, Banjaluka	Primary Client										Banja Luka
Vegic Commerce doo, Ljubuski	Primary Client										Mostar
Vinarija Citluk dd, Citluk	Primary Client										Mostar
Vukoje doo, Trebinje	Primary Client										Mostar
Total		39,654,695	50,119,091	74,762,496	88,298,550	89,437,238	26.4%	49.2%	18.1%	1.3%	

Results	Year 1	Year 2	Year 3	Year 4
Number of MIs with revenue increase	30	32	25	29
Number of MIs with revenue decrease	5	5	12	8
Number of MIs with zero increase	2	0	0	0
Number of MIs calculated	37	37	37	37
Average change (based on sum per year)	26.4%	49.2%	18.1%	1.3%

I-3. MONITORING AND EVALUATION - PROJECT COMPONENT 3

TABLE I-15. PROJECT COMPONENT 3: IMPROVED ACCESS AND TERMS OF FINANCING FOR AGRIBUSINESS

Monitoring Indicator	Unit of Measure	Task Order	Year 1		Year 2		Year 3		Year 4		Total
			Target	Result	Target	Result	Target	Result	Target	Result	To Date
Number of capital grants to MCOs for ag-lending	# Capital Grants	-	5 *	4	15 *	0 *	-	0 *	-	-	4
Level of capital grants to MCOs and Banks for ag-lending (in million)	\$ US	\$8 m	\$3.2 m	\$4.8 m	\$4m	\$3.2 m	\$8 m	800,000	-	-	\$8,000,000
Level of minority /returnees financed with MCO loans from LAMP funds	\$ US	15%	480,000	\$917,419 ** 20.2%	600,000	\$1,267,484 ** 19.4%	120,000	\$1,186,000 23.2%	-	-	-
Number of prospective Ag loan applicants receiving LAMP assistance (applicants to financial institutions)	# Applicants	-	25	98	30	40	10	22	50	17	177
Number of Ag loans (preferably DCA) to SMEs	# Loans	30	5	24 DCA 15 other	15	4 DCA 6 other	10	3 DCA 4 other	10	3 DCA 16 oth.	75
Evaluation Indicator											
Level of agricultural lending by DCA participating banks	% Change	2003	+5%	+53.9%	+5%	-7%***	+5%	+17%	+5	+1	+21.30%
Level of Ag lending by MCOs (measured by increase in total lending to the ag sector)	% Change	2003	-	+71%	-	+40% ****	-	+45.1%	-	-	-

* Instead of placing multiple grants to MCOs, capital grants funds were placed in multiple tranches of funds per each institution.

** Exchange rate used \$1 = 1.55KM

*** Agricultural lending increased at two of the three DCA Banks (Volksbank and ZABA), but declined at UPI, however overall with a increasing trend. For more detail, see Attachment 6.11.

I-4. MONITORING AND EVALUATION - PROJECT COMPONENT 4

TABLE I-16. PROJECT COMPONENT 4: IMPROVED POLICY/REGULATORY ENVIRONMENT FOR THE AGRICULTURAL SECTOR

	Unit of	Task	Year 1 *		Year 2 **		Year 3 ***		Year 4 and 5 ****		Total
Monitoring Indicator	Measure	Order	Target	Result	Target	Result	Target	Result	Target	Result	To Date
Number of reports/studies developed/written	# Rpts/Studies	-	4	2	-	1	-	2	-	8	13
Report on identified policy priorities	# Reports	0	1	1	-	-	-	-	-	1	2
Number of working relationships with product and trade associations to develop advocacy	# Relations	0	10	12	-	2	-	4	4	7	25
Number of advocacy training courses delivered	# Courses	0	1	4	-	6	-	7	-	6	23
Number of working relationships developed with key ministries	# Relations.	0	-	4	-	-	-	-	-	-	4
Leadership role in Bulldozer and/or other international body	# Roles	0	1	2	-	-	-	-	-	-	2
Legislation changes initiated			-	2	-	8	-	2	-	5	17
Evaluation Indicator											
LAMP policy recommendations accepted by government entities	# Recommendations	0	2	1	1	3	-	2	3	5	11
Key legislation drafted	# Legislation	0	1	0	2	3	-	3	-	1	7
Increased capacity of stakeholders to lobby government on behalf of the agricultural sector	# of Policy Interventions	0	2	3	4	4	4	7	4	8	22

* The Policy component did not begin its activities until April, 2004

** As of July, 2005, one staff member of the LAMP Policy team left the project to become Deputy Director of the BiH Administration for Plant Protection.

*** As of August, 2006, the expatriate staff member of the LAMP Policy team left the project as part of project transition.

**** As of January, 2007, one staff member of the LAMP Policy team left the project to become an Adviser to the Minister at the RS Ministry of Agriculture.

I-4.1 Supporting details for Project Component 4

Number of reports/studies developed/written

1. Paper on Land Management
2. Paper on Agricultural Subsidies 2004
3. Current status of phyto-sanitary issues in Bosnia-Herzegovina and proposed future developments
4. Joint paper with the RS Cooperative Association for the RS Ministry of Agriculture focusing on the development of the cooperative sector in the RS
5. Concept for a Farm Register for the Agricultural Department of Brcko District
6. Joint paper with the FBiH Cooperative Association for the FBiH Ministry of Agriculture focusing on the development of the cooperative sector in the FBiH
7. Trade Assessment Report
8. Progress report on the implementation of the guidance on the cooperative sector in the RS
9. Analysis of auditing reports for the FBiH
10. Analysis of auditing reports for the RS
11. Manual for cooperative auditors
12. Proposal on the allocation of land in the RS
13. Activity plan for the RS Cooperative Sector

Report on identified policy priorities

1. Report on Priorities for Policy and Regulatory Development
2. Report on Priorities for Policy and Regulatory Development (for 2007/08)

Number of working relationships with producer organizations to develop advocacy

1. BiH Farmers Association
2. RS Farmers Association
3. FBiH Farmers Association
4. BiH Cooperative Association
5. FBiH Cooperative Association
6. RS Cooperative Association
7. Leaseholders Association in Gradiska/RS
8. BiH Association of the Fruit and Vegetable Producing and Processing Industry
9. BiH MAP Association
10. BiH Association of Grape Growers and Wine Producers
11. BiH Association of Fish Farmers and Processors

12. BiH Plant Protection Society
13. RS Veterinary Chamber
14. BiH Union of Milk Processors
15. BiH Snail Producers Association
16. BiH Apiculture Union (in process of establishment)
17. RS Association of Dairy Producers
18. Industry Associations, organized under the Chambers of Commerce
19. Agricultural Development Consortium, North-East BiH, Doboј
20. Union of Beekeepers Kadulja, Ljubuski
21. Union of Beekeepers Canton Tuzla, Tuzla
22. North-East BiH Dairy Cluster, Tuzla
23. Association of Vegetable Producers Herzegovina (not yet registered), Capljina
24. NUPP Independent Association of Agricultural Producers, Bugojno
25. Association for Integrated Production, Gradacac

Number of advocacy training courses delivered (# 1 – 4 in collaboration with CIPE)

1. Study tour to the US (Participants from the agriculture sector: Brcko Chamber of Commerce-agriculture section, Krug Masina Brcko, FBiH MAP Association, RS Association of Milk Processors-association within the RS Chamber of Commerce, BiH Poultry Association)
2. Training on business associations and membership development in Neum (BiH Association of the Fruit and Vegetable Processing Industry, RS Poultry Association)
3. Study tour to Poland (RS Poultry Association, RS Chamber of Commerce Doboј-agriculture section)
4. Training on public advocacy in Sarajevo (RS Poultry Association, RS Chamber of Commerce Doboј-agriculture section)
5. Seven advocacy trainings delivered to existing associations and groups of farmers in addition to seminars on association development and one-on-one advocacy support
6. Five intensive 2-day advocacy courses (introductory followed by advanced) deliver by the Centre of Civil Initiatives (CCI). This was followed by TA to selected Associations.
7. Study tour to Poland (participants form the FBiH and RS Farmers Association, BiH, RS and FBiH Coop Unions, BiH Association of the Fruit and Vegetable Producer Processing Industry, BiH MAP Association, BiH Plant Protection Society, BiH Union of Milk Processors, Agricultural Development Consortium-Doboј, Union of Beekeepers Kadulja.

Number of working relationships developed with key ministries

1. Federal Ministry of Agriculture, Water Management and Forestry
2. RS Ministry of Agriculture, Forestry and Water Management
3. Brcko District Department for Agriculture

4. BiH Ministry of Foreign Trade and Economic Relations (including State Veterinary Office, BiH Administration for Plant Health Protection and BiH Food Safety Agency)
5. Canton Ministries of Agriculture

Leadership role in Bulldozer and/or other international body/ies

1. LAMP coordinated the agricultural finance and the policy/administration subgroups of the Agricultural Task Force
2. LAMP supported the Agricultural Bulldozer (completed)

Legislation changes initiated

1. RS Law on Agricultural Land
2. FBiH Law on Agricultural Land
3. Brcko District Law on Agricultural Land
4. RS Agricultural Strategy
5. RS Law on Livestock
6. RS Decree on Raw Milk Quality
7. FBiH Decree on Raw Milk Quality
8. Recommendations on the RS Agricultural Subsidies 2004, 2005 and 2006
9. Cooperative Audit with RS and FBiH Ministry of Agriculture
10. Abolishment of the FBiH Guaranteed Minimum Price for Raw Milk (Bulldozer Proposal prepared by the Tuzla Dairy)
11. FBiH Law on Livestock
12. BiH Law on Agriculture (the EU lead the drafting process of the law, LAMP was asked by MoFTER to be a member of their working group)
13. Policy guidance for the cooperative sector in the RS
14. Decision on the extra-ordinary audits in the RS
15. Allocation of agricultural land to cooperatives in the RS
16. RS Law on Agricultural Cooperatives
17. The formation of a harmonized list of active substances (pesticides) at the BiH level

LAMP policy recommendations accepted by government entities:

1. The LAMP policy team submitted recommendations to the RS Ministry of Agriculture on the RS Law on Agricultural Land. The recommendations were discussed with senior ministry officials and were very welcomed. The government included some of our recommendations in the adopted law.
2. The FBiH Ministry of Agriculture accepted LAMP's proposal to include the cantons already at the early stage of drafting the Law on Agricultural Land. The cantons were actively included and welcomed their involvement very much.

3. LAMP was asked to support the development of the RS Agricultural Strategy. We made available relevant information and previous strategy papers which was very welcomed. Especially in the chapter on agricultural cooperatives LAMP's recommendations were accepted.
4. The Agricultural Department of District Brcko worked on a new Law on Agricultural Land and asked LAMP to participate actively in the drafting process. LAMP provided recommendations and best practices to the working groups which were well received. The Law is now adopted.
5. The Agricultural Department of District Brcko decided to have a Farm Register in order to better administer their agricultural support programs. We drafted a concept for a simple Farm Register that serves the purpose and can later on easily be integrated into EU compatible systems on state level. Farm register has now been implemented in the District.
6. The RS Ministry of Agriculture and the Agricultural Department of District Brcko were supported with recommendations on how better and more efficient to design their agricultural support programs. Because BiH is applying for WTO membership, the support programs must be in compliance with WTO rules. Both governments accepted the recommendations partly.
7. RS Government accepted LAMP and RS Coop Union drafted guidance on the cooperative sector development.
8. FBiH Government accepted LAMP and FBiH Coop Union drafted guidance on the cooperative sector development.
9. RS government adopted an Activity Plan for the RS Cooperative Sector which included a decision on performing extraordinary audits and monitoring mechanisms as proposed by LAMP.
10. RS Ministry of Agriculture has accepted LAMP's draft proposal on the allocation of land to agricultural cooperatives because the existing concessions law does not allow sub-concessions.
11. LAMP prepared a draft Law on Agricultural Cooperatives, which is being reviewed by the RS Ministry of Agriculture, after which it will be sent to the Government and Parliament for adoption.

Key legislation drafted (LAMP supported, but did not necessarily draft the legislation)

1. FBiH Law on Agricultural Land
2. RS Law on Livestock
3. RS Decree on Raw Milk Quality
4. FBiH Law on Livestock
5. FBiH Decree on Raw Milk Quality
6. Brcko District Law on Agricultural Land
7. RS Law on Agricultural Cooperatives

Increased capacity of stakeholders to advocate for policy changes in the agriculture sector

Land Management

1. LAMP helped the association of farmers who use publicly-owned agricultural land in Gradiska/RS to draft a methodology to rent land on a long-term basis. Actually, these market-oriented farmers cultivate land, which was previously used by a state farm. Until now they could get lease contracts only on an annual basis, or they cultivated the unused land without any contract. Because they need longer term security for their farms, they approached the RS Ministry of Agriculture to get long term lease contracts. LAMP assisted in developing a methodology for longer term lease which was submitted to the Ministry

by the association. Furthermore, we encourage the RS Farmers Association to approach the Ministry in order to resolve the use of publicly-owned land in general.

2. The RS Farmers Association has organized in close cooperation with LAMP round table discussion with farmers to inform about the present legal situation to obtain agricultural land. The round tables were well attended and farmers were showing great interest in leasing publicly-owned agricultural land.
3. LAMP helped ZZ Saradnja advocate for land lease for storage of agriculture produce with the local Municipality. Municipality has promised ZZ Saradnja to meet this request.

MAP sector (including specialty products)

1. The Federal Ministry of Agriculture has prepared the draft of a regulation for the use of non-wood forest products. LAMP assisted the Federal MAP Association to formulate recommendations for the improvement of the regulation which was then forwarded to the Ministry.
2. LAMP supported the Federal MAP Association in approaching the Federal Ministry of Health in order to adopt the very much needed Regulation on Herbal Medicinal Products. The regulation is drafted, the MAP Association submitted their comments, but the Ministry of Health did not adopt the regulation yet.
3. In 2006, The BiH MAP Association organized a round table with government officials and representatives of the cantonal Forest Administrations to discuss the implementation of the FBiH regulation for the use of non-wood forest products. During the round table the association members and their leadership expressed their concerns about some aspects of the regulation and made constructive proposals for its improvement. It was agreed that a second round table should be organized after the collection season 2006 to evaluate the implementation of the regulation and to discuss ways to improve it. The BiH MAP Association organized this second roundtable in 2007. The meeting reviewed the first five months of implementation by the cantonal forestry administrations which are implementing it. The association is hosting meetings like this as part of its increased advocacy of its members' interests.
4. Beekeepers in BiH are organized in numerous municipal, cantonal and regional associations. Due to their 'atomized' structure, their capacity to lobby and advocate for their interests is very limited. Based on the experience from Slovenia and Croatia, which their representatives got familiar with during a LAMP sponsored tour, they decided to establish a BiH Apiculture Union. During a first meeting they selected delegates to draft the needed documents and expressed their needs and priorities. Several recent attempts have been made to create a state-level association, comprised of entity and District Brcko associations. There is sufficient interest to do this from all parties, however, it cannot be done until the FBiH Association is formally registered.
5. LAMP has been helping regional beekeeping associations to provide better services to their members and better advocate for policy changes that will strengthen the beekeeping sector in their region. For example, the Beekeeping Association in Tuzla has successfully advocated for subsidies from the cantonal government. Another example is the Beekeeping Union-Kadulja, which is now working to protect their honey through the protection of geographic designation directive.
6. There are more and more snail farms established in BiH. The owners have realized that individually they have very limited capacities to advocate for their interests. Therefore, they decided to establish an association on state level. LAMP assisted the association in drafting the statute and helped in the registration process.

Cooperative development

1. The RS and Federation Cooperative Associations are planning to strengthen the audits of their member cooperatives. LAMP facilitated the dialogue with the Ministries of Agriculture in order to get some initial financial support for the audits. The RS Ministry has already allocated KM 30,000 for the cooperative

audit. Meanwhile, also the FBiH Ministry of Agriculture made funds available in an amount of KM 15,000.

2. The BiH and entity Cooperative Associations organized a high level round table to discuss the situation in implementing the BiH General Law on Cooperatives and in particular the importance of cooperative audit. LAMP supported the round table which attracted government officials from different ministries, parliamentarians from the agricultural boards and representatives of the cooperative sector from all over BiH.
3. The RS Cooperative Association initiated a meeting with the agricultural board of the RS National Assembly to present the status of cooperatives and discuss ways how the government can support the cooperative sector. This was the first time that the agricultural board dedicated a whole session to cooperatives only. The session was opened by the speaker of the RS parliament and was attended by representatives of several ministries. As a follow up, various meetings with government officials have taken place to resolve some of the outstanding issues.
4. LAMP and the respective entity Cooperative Unions organized a number of meetings and round tables to overcome problems in the cooperative sector. In early 2007, LAMP and the respective Unions prepared actions plan for the entity Ministries of Agriculture. This RS action plan was reviewed by the RS MoA and the RS National Assembly Agricultural Board, after which it was approved without changes by the RS Government. The FBiH action plan was adopted by the FBiH Ministry of Agriculture. According to the action plan, in its 2007 subsidy program, the FBiH Government has placed a condition on cooperatives that cooperatives audits must be conducted for cooperatives to qualify for agricultural subsidies and that all FBiH government support to cooperatives must also be approved by the FBiH Cooperative Union.
5. The RS decision on extra-ordinary audits of cooperatives is a primary activity of the action plan for development of the RS cooperative sector. LAMP prepared a proposal on this, and in April, 2007, the RS government made a decision on performing extraordinary audits and monitoring mechanisms as proposed.
6. In April, 2007, the RS Ministry of Agriculture asked LAMP to draft a proposal on allocation of land to agriculture cooperatives because the existing concessions law does not allow sub-concessions. This was completed by LAMP and the RS Cooperative Union in May, and the Ministry has accepted the proposed document.
7. The RS government agreed to develop the Law on agricultural cooperatives. Following several meetings with the RS Cooperative Union, LAMP prepared a draft Law on agricultural cooperatives. The Law is currently being reviewed by the RS Ministry of Agriculture, after which it will be sent to the Government and Parliament for adoption.

Fruit and Vegetable sector

1. LAMP supported representatives of the BiH Association of Fruit and Vegetables Producers and Processors to participate in the 2nd South East European Conference of the Association of the Fruit and Vegetable Processing Industry. The international contacts and the exchange with similar associations enable the BiH Association to increase their capacity in advocacy. The Association organized jointly with LAMP a round table in April 2005 to address issues like quality control, agricultural subsidies and foreign trade policy. The round table provided a platform to discuss with government officials and to facilitate the public-private dialogue.
2. The BiH Association of Fruit and Vegetables Producers and Processors continued in their efforts to improve the business environment for their industry. LAMP assisted the association to strengthen their relation to the entity Ministries of Agriculture and supported the organization of a round table in June 2006 to present the current status of the industry and discuss ways to improve its competitiveness.

Furthermore, LAMP assisted the association in its preparation for the regional conference of all associations of the fruit and vegetable industry which was held in Sarajevo in November 2006. This event significantly increased the visibility of the BiH association.

3. LAMP has assisted the formation of the FBiH Association of Vegetable Producers to strengthen the competitiveness of the F&V sector in FBiH. They have successfully lobbied for subsidies for seedling production and have received it for the first time in 2007.
4. BiH Plant Protection Society has become very active in advocating for policy changes in the plant protection field. For example, during LAMP's advocacy training session the Society developed an action plan to manage Ambrosia. The RS Ministry of Agriculture has made a decision to impose fines on anyone who does not remove Ambrosia from their properties. In addition, the Society is now working in partnership with the BiH Plant Protection Agency to develop a list of active substances (pesticides) at the BiH level, in accordance with EU Directive EC 91/414 on plant protection products.

Dairy sector

1. LAMP organized a series of meetings with the leading dairies and government officials to address the most needed changes in the sector. As a result, the dairy processors decided to establish an association to lobby vis-à-vis the government.
2. The entity Farmers' Associations, together with the RS Dairy Producers Association and the BiH Union of Dairy Processors have made a collaborative effort to improve the regulatory situation in the dairy sector. They have initiated a meeting with representatives of the entity Ministries of Agriculture to address the need for harmonized decrees on milk quality and harmonized Laws on Livestock. Both representatives of the ministries agreed that the proposed decree should be enacted as soon as possible. This resulted in success in the RS, which published a decree on raw milk quality which establishes milk classes strictly and prices for milk set according to quality. Originally intended to come into effect January 1st, 2007, the implementation period was recognized as too short and the decree was postponed until June 1, 2007 and subsequently implemented in October 2007. Efforts are being made to adopt a milk quality decree in the FBiH. In addition, LAMP facilitated a public meeting to discuss the draft milk quality decree at the state level, drafted by the BiH Food Safety Agency, to ensure state and entity level milk quality decrees complement rather than overlap each other.

APPENDIX J. EXPORTS/IMPORTS

TABLE J-1. EXPORTS OF DAIRY PRODUCTS (PLUS EGGS AND HONEY) IN KM FROM BIH

	1999	2000	2001	2002	2003	2004	2005	2006	2007 (7 months)
Croatia	5,797,284	1,272,618	2,493,063	3,180,152	4,066,247	9,032,189	14,256,643	18,187,924	11,985,208
Serbia-Montenegro	715,108	2,412,617	939,603	405,875	517,353	1,771,227	2,142,275	2,224,659	3,119,273
Macedonia	19,555				520,034	693,896	7,212,204	9,087,310	4,953,540
Albania							47,173	242,843	188,223
Bulgaria									
Slovenia		100,200	382,263	51,504	87,699	134,435			
Italy									
OTHER	50,799		367,490	70,832	320,346	203,635	96,837	178,445	303,909
All exports	6,582,746	Not available	4,182,419	3,708,363	5,511,679	11,835,382	23,755,132	29,921,181	20,550,153

Source: Foreign Trade Chamber BiH

TABLE J-2. IMPORTS OF DAIRY PRODUCTS (PLUS EGGS AND HONEY) IN KM TO BIH

	1999	2000	2001	2002	2003	2004	2005	2006	2007 (7 months)
Croatia	40,999,499	29,211,355	26,130,189	32,865,040	38,738,914	36,259,950	46,710,061	37,544,313	17,929,587
Serbia-Montenegro	659,893	1,027,500	1,738,037	2,319,744	6,060,016	6,436,606	11,184,297	9,658,927	6,643,540
Macedonia		77,037					90,396		92,170
Albania									
Bulgaria					243,002	214,504	405,219	300,622	
Slovenia	22,085,350	38,836,239	42,357,623	39,533,152	29,533,546	27,418,529	21,362,506	10,381,262	5,258,923
Italy	94,345	99,568	66,750	159,089	139,013	95,906	175,303	23,113	33,067
OTHER	28,996,550	42,494,897	42,633,520	42,326,942	40,577,760	43,722,951	47,511,797	10,207,369	17,701,163

All imports	92,835,637	111,746,596	112,926,119	117,203,967	114,292,251	114,148,446	127,439,579	68,115,606	47,658,450
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Source: Foreign Trade Chamber BiH

TABLE J-3. EXPORTS OF FRESH FRUITS AND VEGETABLES IN KM (WITHOUT CITRUS) FROM BIH

	1999	2000	2001	2002	2003	2004	2005	2006	2007 (7 months)
Croatia	1,032,404	1,248,931	3,297,578	3,860,613	6,735,021	4,732,641	6,597,967	8,074,988	6,953,983
Serbia-Montenegro	424,468	1,432,251	2,320,022	3,091,229	5,672,144	6,852,445	4,146,121	4,444,248	3,225,370
Macedonia		40,222					30,634	27,404	36,015
Albania							90,333		
Bulgaria							27,867		
Slovenia	1,054,176	2,236,506	1,711,943	4,061,952	4,550,692	4,204,351	4,181,132	4,571,275	1,930,887
Italy	2,646,384	9,396,379	7,383,603	2,797,011	3,453,139	2,233,993	3,355,971	4,009,878	1,073,526
OTHER	1,756,289	6,012,216	6,945,417	8,604,302	7,970,824	8,525,762	13,370,930	17,201,017	7,574,691
All exports	6,913,721	20,366,505	21,658,563	22,415,107	28,381,820	26,549,192	31,800,955	38,328,810	20,794,472

Source: Foreign Trade Chamber BiH

TABLE J-4. IMPORTS OF FRESH FRUITS AND VEGETABLES IN KM (WITHOUT CITRUS) TO BIH

	1999	2000	2001	2002	2003	2004	2005	2006	2007 (7 months)
Croatia	7,922,281	9,255,410	24,397,758	22,351,806	29,115,929	32,245,678	34,233,434	27,054,174	15,380,330
Serbia-Montenegro	3,517,861	6,207,279	8,894,207	10,474,347	19,120,558	22,823,350	14,345,343	18,880,086	10,875,281
Macedonia	2,642,095	2,336,977	2,210,900	2,007,474	5,438,251	6,648,999	11,525,073	10,968,890	4,844,933
Albania							43,653	51,237	37,018
Bulgaria							164,297	125,212	119,783
Slovenia	11,679,280	4,585,403	6,987,072	6,490,531	11,576,665	8,447,078	9,800,740	11,167,038	10,856,099
Turkey	3,005,865	1,978,685	2,641,253	4,511,108	8,329,098	9,641,103	13,245,944	14,049,665	2,774,275
Italy	56,298,863	83,820,041	25,025,797	28,338,946	38,115,266	30,976,282	26,345,677	21,719,778	11,258,602
OTHER	43,799,207	48,842,200	46,218,434	36,421,219	44,487,214	43,637,325	28,732,051	22,584,745	16,234,992
All imports	128,865,452	157,025,995	116,375,421	110,595,431	156,182,981	154,419,815	138,436,212	126,600,825	72,381,313

Source: Foreign Trade Chamber BiH

TABLE J-5. EXPORTS OF PROCESSED FRUITS AND VEGETABLES IN KM FROM BIH

	1999	2000	2001	2002	2003	2004	2005	2006	2007 (7 months)
Croatia	3,698,668	1,541,396	3,954,784	5,768,718	7,759,804	10,824,626	10,742,601	10,578,240	4,263,779
Serbia-Montenegro	705,385	2,051,549	1,673,777	1,911,454	3,969,176	3,879,100	4,320,420	6,036,120	2,434,450
Macedonia	268,817	172,807		240,325	225,625	838,969	1,059,736	1,071,231	238,719
Albania	4,753			27,414			18,696	1,725	
Bulgaria							21,545		
Slovenia	164,485	563,954	387,630	266,376	2,447,854	873,364	1,056,483	556,667	823,957
Italy	567,042	102,542	115,086	161,201	563,498	61,012	1,596	29,581	1,970
OTHER	1,327,346	1,890,482	2,097,850	2,961,622	3,291,968	3,053,521	3,589,535	4,039,391	1,102,833
All exports	6,736,496	6,322,730	8,229,127	11,337,110	18,257,925	19,530,592	20,810,612	22,312,955	8,865,708

Source: Foreign Trade Chamber BiH

TABLE J-6. IMPORTS OF PROCESSED FRUITS AND VEGETABLES IN KM TO BIH

	1999	2000	2001	2002	2003	2004	2005	2006	2007 (7 months)
Croatia	7,650,788	5,933,484	6,421,522	6,199,707	6,817,832	7,696,396	9,715,041	10,448,337	4,580,920
Serbia-Montenegro	1,208,294	2,159,328	1,078,614	1,767,188	7,897,603	18,226,813	14,922,877	5,586,465	3,458,382
Macedonia	400,901	439,582	373,014	747,976	654,009	1,538,323	2,944,416	3,303,335	503,182
Albania									
Bulgaria	378,797	1,140,365	1,339,111	626,656	401,500	426,688	987,488	1,003,637	561,236
Slovenia	3,347,838	5,329,689	4,905,058	5,826,318	8,325,135	6,427,746	7,104,916	5,470,341	2,287,909
Italy	1,258,415	1,737,335	1,794,431	2,317,928	3,069,747	2,636,291	2,887,617	2,537,142	1,373,480
OTHER	8,508,294	9,294,165	13,004,987	14,496,669	15,559,886	15,369,644	21,019,455	15,886,835	7,246,676
All imports	22,753,327	26,033,948	28,916,737	31,982,442	42,725,712	52,321,901	59,581,810	44,236,092	20,011,785

Source: Foreign Trade Chamber BiH

Problems with statistical data:

- No data on domestic production, only on trade volume. Increases in domestic production are not reflected in increased exports only.
- Only 'official' imports and exports are captured. Company registration was introduced in year 2000, consequently part of the 'grey' economy was legalized. But in the following years a number of these companies were closed. With the establishment of the State Border Service in 2000, the border control was strengthened and less illegal trade observed. This contributed to an increased legal trade volume.
- The winter 1999/2000 was long and cold, followed by a dry and hot summer, and the summer of 2003 experienced a drought. The effects can also be seen in the trade statistics.
- Official export/import statistics for MAP products are aggregated with Perfumes and Beauty products, thus rendering such information useless for analysis of the MAP sector.

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